

# Management Record

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## • In the Record •

### Take-Home Pay in the Upper Brackets

How is salary stabilization affecting the upper-bracket executive? Are companies able to maintain their top men's take-home pay? What about the income tax bite—how does this bear on the picture?

These are some of the questions reported on by 121 manufacturing companies cooperating in the Board's survey of business practices—guest performer in the *Man Rec* this month. Of course, not every company feels the same. A healthy variety of answers are given. But certain general reactions do emerge. High taxes are the worst offender. Nobody may much care for salary stabilization—on principle or otherwise—but, still, it doesn't hurt like taxes. For the full picture on "Executive Compensation" turn to the next page.

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### Selecting and Training the Foreman

Switching one's point of view is never the easiest thing to do. And yet all too often a company will take for granted that this happens automatically when a worker is selected from the ranks and made a foreman. Overnight he is supposed to acquire the management viewpoint—by osmosis or something.

Needless to say, both the haphazard method of selecting foremen and the lack of any real training for the new position has meant serious weakness in management's first line of defense.

Armstrong Cork Company recognized this weakness and decided to instal a comprehensive selection and training program at one of its plants—on an experimental basis. First the particular qualities that a successful foreman should possess had to be decided on. Then the men who had these qualities, at least potentially, had to be found, and trained for the management position. How this is being accomplished at the Armstrong Cork plant is given in concrete detail in the story starting on page 125.

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### The Spoken Word

The pen being mightier than the sword is not exactly a new idea, but the Virginia Electric and Power Company decided to go one step further. The spoken word, they believed, would be considerably more effective than the

written in setting up a broad-scale employee information program.

More difficult? Undoubtedly—but if their goal of building a strong, united team spirit throughout their organization could be realized, it seemed worth the extra effort.

This program, based on oral communication in small group meetings, is now in its seventh year of successful operation, with the major hurdles having been cleared. How the program operates, what its problems have been, and how it is now evaluated by the company are given in the story "Experiment in Oral Communication," page 128.

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### Communist Threat in Industry

What is being done about the problem of Communists in industry today? Is there any successful way of meeting this threat without taking over the very methods used by the Communists that are so abhorrent to a democracy?

The round table on page 130 looks at this problem from many different angles: industry tells its story; representatives from two CIO unions present a labor viewpoint; and the staff director from a Senate subcommittee presently investigating Communists in unions rounds out the picture. Also, an ex-Communist and a former FBI agent planted in the Communist party tell how the party is run and what its real aims are.

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### Consumers' Dollar Gets a Break

The old saw about every cloud and its silver lining began to mean something to harassed consumers. The latest Conference Board figures on "cost of living" reveal that the prices of things which go into the consumers' price index were down sharply. The resultant impact on the consumers' dollar was a gain of 1.4% in the value of the buck. This may not sound like much but it was the biggest month-to-month gain shown by the NICB index in the value of the consumer dollar since February, 1933. The drop largely reflected mark-downs in the grocery stores, the most important component of the index. Other categories were down too, but not so sharply.

"Review of Labor Statistics," beginning on page 142, gives some of the salient data on employment, hours, and earnings as well as a brief discussion of changes in family income during the postwar years.

# EXECUTIVE COMPENSATION

**Here's the picture of how take-home pay in the upper brackets is faring under salary stabilization and income taxes**

**M**OST COMPANIES have not been able to maintain executive take-home pay since World War II. This is the report from 121 manufacturing companies cooperating in the Board's monthly survey of business practices. High taxes rather than salary stabilization regulations are felt to be responsible for this failure.

Companies which have fared badly under salary stabilization are in the minority. However, few manufacturers are pleased with salary regulations and they question the desirability of control in this area.

High taxes have also resulted in lessening the take-home differential that marks the various levels of management. Whereas salaries generally reflect job responsibilities, taxes are destroying these relationships. Nevertheless, companies report little indication of any decline as yet in executive initiative, although there is widespread apprehension over what may happen to initiative in the long run should taxes remain at present levels.

## HOW STABILIZATION IS WORKING

Executives are faring well under salary stabilization is the report from two out of three cooperating companies. Salary increases granted by these companies have fallen within the limits permitted by the Salary Stabilization Board.

In several instances, salary stabilization had been anticipated by top management. Appropriate steps were taken to establish salary ranges for all positions. And incentive plans were initiated for supplementary base pay. In fact, the companies reporting least difficulties under stabilization appear to be those whose compensation programs have been in force for some time. An electrical appliance company, for example, attributes the lack of hindrance in compensating its executives to three factors: (1) It has made it a practice to keep pace with the area rates. (2) It has adjusted salaries whenever hourly rates were increased. (3) And, lastly, the company's salary rate-range schedule permits continuous granting of merit increases.

In many cases, operations under stabilization have offered few problems to date, but the future is considered uncertain. These executives are of the opinion that it is still too early to evaluate the influence of

controls and that the "real difficulties appear to be ahead of us."

## The Dissenting Third

Executives are faring poorly under salary stabilization according to the other third of the cooperating companies. As put by a steel executive: "Salary adjustments are too modest." Some feel that the problems center about the highest executive level, with compensation of other executives being handled satisfactorily.

These companies also find that permissible merit and cost of living increases generally cannot match the increased responsibilities of their executives. And therefore they are not able to compensate them adequately under salary stabilization regulations. Illustrating this, an electrical supplies producer notes: "Our executives are not faring so well under stabilization because we cannot increase their compensation in line with their added responsibilities."

Companies emphasize time and again that even when the job title does not change, it may carry a greater number of duties—so that in effect it becomes another job. The program presently lacks sufficient flexibility to meet this situation. This thought is expressed by a textile company which writes that it is "unrealistic to consider that all the men who have equivalent titles or designations fall within a group and can be treated by stabilization as though they were equivalent."

Some companies have found the stabilization program in conflict with time-tested procedures for increasing their staff. For example, an automotive supply company writes: "We hire a new top executive at a greatly reduced salary than that of his predecessor. This lower figure essentially establishes a base for the job under salary stabilization, as we understand it. Actually, the man is more or less in a trial period and is likely to be there for three or four years, being compensated at a constantly increased rate, so that at the successful completion of his trial period his salary will be approximately that of his predecessor. We understand it will be impossible to follow this course under existing regulations."

Problems are faced by those companies whose executives are receiving enticing outside offers. This group reports little success in meeting this problem

and foresees additional trouble ahead. A paper products manufacturer in this situation was able to give "desperation increases" to two managers, but he writes that he was unable to grant "an adequate salary increase to three or four other executives in our organization—and we know they are not satisfied." It has been the experience of several companies that it is easier to attract new executives than to hold on to existing personnel.

### BASIC ANTAGONISM TO PROGRAM

Whether their actual experience with salary stabilization has been favorable or otherwise, few companies have a good word for it. There is strong doubt among executives concerning the basic assumption underlying salary controls. They question that salaries can be administered without a personal evaluation of the executive and a knowledge of his duties.

As many of these companies report that their executives appear to be faring well under stabilization, it would seem that their antagonisms to stabilization are deep seated rather than the result of any recent irritations. Generally, most of these cooperating executives tend to be uncompromisingly firm in opposing any measures which carry the barest hint, in their eyes, of socialism or of undue government interference. "Why can't we have competition in salary compensation just as in other phases of business?" is the question asked by many.

An industrial machinery executive seems best to sum up the feelings of this group as he calls salary and wage stabilization "fundamentally unsound." Though admitting that the government might, "for a time," defy the basic laws of supply and demand by freezing prices and wages, he believes such a measure is only a "truce with reality, operating as it does, subject to and vulnerable to many political pressures." Under such a handicap, he concludes, "wages will continue upward, leaving corporations and salaried personnel to foot the bill."

One executive foresees such controls, "imposed over business and the lives of private citizens, eventually cutting everyone down to the level of the least competent." And he concludes this necessitates an "uncompromising attack by everyone against such foolishness."

### SUGGESTIONS FOR IMPROVEMENT

Although one out of six cooperating executives would recommend the elimination of salary controls, others, believing that they must continue to live with them, offer suggestions for improving their administration.

The failure to get requests passed on with reasonable promptness is a major complaint of many companies. One company notes that at the time of writing it has not received a reply to a "request for changes in

salaries of our major executives" which had been sent in six weeks earlier. To minimize such delays in the future, however, several companies recommend that the board give regional offices "sufficient local authority to make decisions."

Other companies complain of the "slowness of the Salary Stabilization Board in developing regulations"—one company calls it a "reluctance." Some ask for the "establishing of equitable and understandable" regulations.

Still others complain about the "unnecessary paper work" involved. It is a general contention that it can be reduced and that action should be forthcoming on this score, inasmuch as "paper work contributes nothing to the defense effort." However, it is noted by some that the administration of controls has improved in recent months thanks to a "better understanding of industry's problems."

### THE TAX BURDEN

As has been noted, far more weight is given to the effect of personal income taxes in reducing executives' net income than to the effects of salary control. As a food processor notes, "We have been conscious of the increased cost of living and have been able to keep our salary schedules in line during the last few years." But this does not take into consideration "the high level of taxes on the individual." A petroleum executive reports that "obviously, it is impossible to maintain the buying power of executives' salaries in the face of the continuing increase in the individual's tax bill."

High taxes have also gone a long way toward obliterating the differentials in take-home pay for the various levels of management. Typically, another company writes: "Salaries paid executives still reflect the various grades of responsibilities, but the gradations in take-home pay are completely destroyed by the progressive income taxes. We have found no way to correct this situation."

### No Long-Service Gain

Another concern of management is that high taxes prevent executive compensation from reflecting length of service with the company. Many executives find that the struggle to just maintain take-home pay ignores the fact that there is no gain in net income for the additional years of experience, responsibility and service with their companies.

This falling behind in realized income, despite greater responsibilities over the years, is pointed up by a chemical company which notes: "The gross compensation of a member of our executive committee increased 170% from 1929 to 1950. However, his 1950 pay remaining after taxes, expressed in terms of 1929 purchasing power, declined by 27%." Another chemical company writes: "Our salaries on the average are

100% greater than they were in 1939 which, according to the cost of living indexes, leaves a man just about where he was then, but with no improvement for an additional dozen years of service with the company."

A few instances were pointed out where the high level of taxes "was placing a premium on early retirement." A member of top management in a heating and plumbing supply company found that when the combination of salary stabilization, high taxes and Social Security was considered, "it behooves many executives to take a pension at the earliest date possible."

Finally, some executives stress the influence of taxes on younger executives. Although as yet few instances are reported, some companies have lost younger executives who have chosen to enter their own business. These shifts have been, of course, in anticipation of capital gains and greater equity in the enterprises. As an air conditioning company sums it up, "There has been a growing feeling in the executive group that the impact of excessively high income taxes can be met more successfully as an owner, sharing in undistributed business earnings, than as a salaried employee whose sole income is a pay check subject to immediate and direct withholding taxes."

#### ADDITIONAL INCOME

Because of the sharp inroads made on executives' compensation in recent years, many companies have instituted a number of plans aimed at supplementing the executive's base salary. And salary stabilization has brought about many revisions in already existing plans as well as stimulating executive thinking concerning the introduction of new plans.

The most-often reported plans provide for bonuses, profit sharing, pensions, stock purchases, stock options, and liberalized insurance agreements. Also mentioned were more generous expense accounts in connection with company business. And there was one instance of a consulting arrangement for executives between sixty-five and seventy years of age. There appears to be every indication that these plans will continue to gain in acceptance for, as one executive states, "an attractive retirement plan is a 'must' today."

Disbelief in the value of some plans is expressed in some quarters, however. An air conditioning president writes that he has "yet to see any plan by anybody that comes up with a reasonable answer to executive compensation."

Present salary stabilization regulations, however, have in some instances prohibited the initiation of some of these plans, and restricted others. In some cases, limits and restrictions appear unfair and inconsistent to some companies. An instruments and controls manufacturer writes that his company's stock option plan meets the requirements of the Revenue Act of 1950, but "does not qualify as noncompensatory

under salary stabilization rules." Thus, although the options were issued last June, the company has "not been able to permit optionees to exercise their options." However, this manufacturer adds that he "understands the Salary Stabilization Board intends to modify its rules to be more in keeping with the concepts of the 1950 Revenue Act."

In several cases, the limitations imposed by salary stabilization have taken much of the incentive value out of executive compensation programs. For example, under salary stabilization, the management incentive-bonus plan of an air conditioning company is limited in the amount available for distribution to the amount distributed in 1950. According to an executive of the company, "this robs the plan of its punch, and I am very much afraid that the bonus, which heretofore caused executives to strive mightily to increase profits, has now become just another salary check at the end of the year."

Another consideration, according to a food company, is that "once such incentive programs got started they might well get out of control." Then there is always the "hazard that the Internal Revenue Department might rule retroactively on some of these practices, which would be quite embarrassing to the individual executive," and the company.

#### What Is Company Responsibility?

Some companies question that they have any responsibility in maintaining executives' take-home pay, which "seems to be implied as an obligation of industry." Most companies point out that to do so would be impossible, in the face of present personal income taxes. And they believe their executives are generally aware of this as well as the fact that companies are doing their utmost to adequately compensate executives.

In any event, according to a food company, "we cannot see how anybody's pay can be maintained after taxes without inducing an even faster inflationary spiral than exists at present. We think it is wrong for people to get the idea that taxes are going to be paid by their employer. Taxes are a personal matter and are the individual's sacrifice for the many blessings he enjoys under our present government."

#### WHAT ABOUT INITIATIVE?

Although an apparel manufacturer notes that "executive initiative is so intangible that a change may not be recognized," it is apparent from the replies of cooperating companies that it is not considered to have changed greatly because of salary stabilization and high taxes. One executive who reports just this is so surprised that he asks "Why?"

Of course, personal loyalties and friendships play an important part in keeping executives with their  
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# The New Foreman

## Armstrong Cork experiments in better selection and training for management responsibility

**W**HEN JOHN JONES is picked from the ranks to be a foreman, he is called on to make one of the biggest individual changes possible in an industrial organization. He no longer works with his own hands; now his job is to direct other people who do the work. The relationships he develops with these people are a keystone in his success or failure as a foreman. From the very start, he is watched carefully by the men under him to see what kind of a boss he's going to be.

And not only are employees watching him closely, but so are his superiors. They want to see how he accepts his new responsibilities. They want to see how he uses the authority that has been given him.

Management, generally, has recognized the importance of effective supervision. And management has taken steps to improve its quality. Quite logically, most supervisory training has been aimed at getting the present staff to do a better job. Yet one training director after another gives ample evidence that training is wasted on some foremen. These men should never have been made foremen in the first place.

In most companies, when a foreman is promoted, or retires, or leaves the company, the practice is to take a quick look around the department and to put somebody in charge. He is dubbed "foreman." Usually, the chief basis for selection is his practical or technical ability—"the best worker in the department." Merit has then been rewarded, and management feels it has a good man in charge.

But is this approach realistic? Will it produce good supervisors at the first-line level? Will it feed men in at the bottom who have the potential for middle- and upper-level management positions in the future?

Not necessarily. Armstrong Cork Company, for example, is convinced that comprehensive selection procedures are needed, as well as much broader training. In line with this idea, Armstrong has started an experimental plan for the selection and training of shift foremen, its first line of supervision. Behind this experimental approach are three basic thoughts.

First of all, Armstrong says there is no substitute for an effective shift foreman. Weak men can't be buttressed by personnel or other staff departments. Nor can the second line of supervisors carry the load for weak shift foremen. There is a definite need for

obtaining and developing capable men. Armstrong's past weakness was leaning too much to the technical side in picking foremen. It had not given sufficient attention to leadership ability.

Secondly, the shift foreman's job has broadened tremendously. The technical problems he must meet haven't changed. But now he must also apply sound administrative practices. His business judgments must be well founded. And he has to know not only what is going on in his organization but also in the entire industry.

Thirdly, superior selection and training cannot be done in a hurry. Waiting until the vacancy occurred could, at best, only mean a good hurry-up job. Armstrong felt that this was another flaw in its selection and training of new foremen. In some departments in the company this had not been the practice. In the sales division, for example, requirements were anticipated and the men were then carefully selected and trained in advance. Similarly, a trained labor reserve was ready to fill openings in the hourly ranks. So, the principle of planning ahead for replacements seemed a logical approach to the foreman problem.

Armstrong is applying this approach on a small scale. At its South Braintree plant, a manufacturing unit with about 1,000 employees, it has set up a comprehensive plan for the selection and training of shift foremen.

The South Braintree experiment has three major parts:

- The creation of a reserve group
- A comprehensive selection procedure
- A broad individual training program

### THE RESERVE GROUP

A basic feature of the plan is the creation of a reserve group of qualified men. The pool idea eliminates the hurry-up selection and training process. Management can feel that it has a qualified man ready for a job vacancy. And the new foreman can approach the new job with confidence that he is ready for it, too.

The reserve group represents an investment in management talent. And as such, it costs money, for the individual is taken off his productive job and becomes a trainee on a salary basis.

## Figure 1

## Foreman's Evaluation of Candidate for Supervisory Training

Name of candidate \_\_\_\_\_

The above employee who works in your department is being considered for the recently announced position of supervisory trainee. We would like to have your rating of his present job performance to help us decide whether or not he is qualified for this trainee position. Therefore, will you please complete the following:

1. Jobs he has held in this department.

\_\_\_\_\_  
\_\_\_\_\_

2. Every job has a certain amount of "know how" (skill, knowledge, etc.). To what extent has he obtained the "know how" required by his present job? (Check one)

Falls short in "know how" \_\_\_\_\_  
Picked up just enough to get by \_\_\_\_\_  
Possesses good amount of "know how" \_\_\_\_\_  
Acquired more "know how" than most men in the dept. \_\_\_\_\_

Comments: \_\_\_\_\_

3. How much supervision does he require? (Check one)

Must be supervised closely \_\_\_\_\_  
Needs usual amount of supervision \_\_\_\_\_  
Often able to go ahead on his own \_\_\_\_\_

Comments: \_\_\_\_\_

4. Considering his over-all performance, including quantity and quality of work, job "know how," ability to get along with other employees, etc., how do you rate his job performance? (Check one)

One of my best men \_\_\_\_\_  
Usually does a good job \_\_\_\_\_  
Below standard of this department \_\_\_\_\_

List any good points or shortcomings which would help explain your rating:

\_\_\_\_\_  
\_\_\_\_\_

5. If this candidate is selected as a supervisory trainee, in what points does he need special training to become a good supervisor?

\_\_\_\_\_  
\_\_\_\_\_

Signed \_\_\_\_\_

Foreman

Date \_\_\_\_\_

MANAGEMENT RECORD

The size of the reserve group is naturally important. Armstrong considered many factors before making its decision. Ten years experience at the plant showed that about one vacancy occurred each year. However, this figure had to be adjusted. The management group was now much larger than ten years ago. Also, individual factors of health, inefficiency and liability for military service had to be considered. Weighing all these, management's final decision was to create a reserve of two men.

Looking to the future, management will review the size of the reserve group annually. And it will be adjusted to meet anticipated needs. However, the plan is that at least one man will always be available for immediate replacement.

### THE SELECTION PROCEDURE

Armstrong had a clear-cut idea of the qualities these men should have. They must have experience, of course. They must have capacity to absorb technical knowledge. They should have skill in human relations; the ability to work in an organization; the ability to think and plan effectively; and the ability to get across ideas to others. In short, it sought the best men in the organization.

The recruitment of supervisory employees was started off by the plant manager. He announced that any employee could be a candidate. And each foreman was asked to recommend qualified men. No one with the proper qualifications was to be overlooked.

After all applications were in, the plant manager called a meeting for all candidates. He explained the nature and conditions of the trainee job and the selection and training procedure that would be followed.

Thoroughness marked the entire selection procedure. Just about every accepted selection technique was utilized: personnel record, foreman evaluation, tests, physical examination, interviews and credit report.

The total group was sifted three times to get the two trainees. The first sifting was based on a preliminary review. Each candidate filled out a questionnaire that was designed to supplement his personnel record and to bring it up to date. In addition, each candidate was given tests—four in all—to determine his understanding of spatial relations, his knowledge of arithmetic, his ability to reason and his general intelligence.

The candidate's own foreman was another important source of information in this preliminary review. While the candidate's personnel folder contained performance appraisal records, nevertheless, each foreman furnished a current evaluation (see Figure 1).

The preliminary information, based on test results, personnel records and the foreman evaluation, was summarized on individual qualification sheets. The

summary analyzed qualifications in terms of age, education, experience, etc. (The guide used is shown in Figure 2.) According to Armstrong Cork, as well as other companies, these items are definitely related to supervisory potential. For example, consider home ownership. The man who owns or who is buying his own home is believed to be a more stable citizen in the community. And stability is a desirable quality. Likewise, a man's outside activities may indicate potentiality for leadership. In addition, a man who has assumed responsibilities in a social or religious organization may be able to transfer those leadership abilities to the working situation. Work history is naturally important because it may reveal some past supervisory experience even though of a minor nature. All in all, the guide points up items that are significant in foreman selection and that merit deeper analysis.

Figure 2

### Guide to Interpretation of Information

<u>Information</u>	<u>Source</u>
<u>Physical Capacities</u>	
Present age	Personnel records
General health	Phys.exam. & sick records
Physical abnormalities	Physical examination
<u>Mental Abilities</u>	Tests
<u>Family Status</u>	
Marital status	Questionnaire
No. dep. children	Questionnaire
No. other dependents, excluding a wife	Questionnaire
(a) If single	
(b) If married	
Parental relationships	Interview
<u>Community Stability</u>	
Home ownership	Questionnaire
Residence duration	Questionnaire
<u>Education</u>	
Regular education	Questionnaire
Additional education	Questionnaire
<u>Outside Activities</u>	
Hobbies and recreation	Questionnaire & interview
Organizational affiliations	Questionnaire & interview

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# Experiment in Oral Communication

Employees are invited to take a look behind the scenes and find out what makes their company "go." It's part of building a united team spirit throughout the organization

**E**Mployees naturally wish to know more about the company they work for. And there are many advantages to their knowing more. These are two of the conclusions reached by the Virginia Electric and Power Company of Richmond, Virginia, as a result of its experience with a broad-scale employee information program. VEPCO should know whereof it speaks. Its program is now in its seventh year.<sup>1</sup> Its work has been examined and evaluated by an outside research organization, as well as meeting the test of acceptance and accomplishment within the company.

The company faced a complex situation when it began planning its employee information program early in 1946. It was a situation that might easily have discouraged a less determined group of executives. VEPCO's objective was to inform its employees and to get their ideas, the final goal being to build a strong, united team spirit throughout the organization. To do this, it planned to reach each of its employees with an effective, two-way communication program. And it was convinced that this job could best be done on an oral basis and through small group meetings.

Consider the difficulties in the way of VEPCO's goal. The company's franchise covers two thirds of Virginia and parts of West Virginia and North Carolina, a total area of 32,000 square miles. VEPCO's 4,500 employees are scattered over this area in scores of cities and hamlets.

The problem of geography was not the only problem. What information should be discussed in an information program? What materials would be needed? Who would prepare them? And, most important of all, how could the story be carried to the "grass roots"—to the company's 4,000 nonsupervisory employees?

## BASIC THINKING

The best way to proceed was not immediately apparent. This came only after months of consideration and even some soul searching on the part of VEPCO's management. It was decided, for example, that the company would go all out on the topics that might be discussed with employees. No topic, excepting those covered by their union contracts, would be barred.

<sup>1</sup> Three and one-half years of top-level thought, preparation, and training preceded the final step of taking the program to the employees.

The company reasoned that it would be a mistake to say that certain subjects would be discussed and that certain subjects would not be discussed; to close off some subjects would be to invite suspicion of the company's motives and sincerity. Thus, when the program was launched the employees were encouraged to raise any questions about the company or the industry. They were promised frank and accurate answers.<sup>1</sup>

In brief, the executives of the company invited each employee to take a look "behind the scenes" to see what made the company run, what its problems were, how management was dealing with them, and the reasons for management's decisions. This was done on the premise that an employee, being a member of the company team, has a right to this information, and that an informed employee is a better employee than one not informed.

Though believing deeply in the American free enterprise system and in the need for reminding employees of its advantages, VEPCO felt it would be a mistake simply to extol any economic system in general terms. Thus, instead of preaching democracy and free enterprise, it was decided to explain how these concepts are worked out, or might be worked out, in the every-

<sup>1</sup> Whenever possible, the answer is given at once. If the answer is not known, the situation is explained and the questioner is promised an answer at the following meeting.

## Employee Information Program

"The object of this program is to inform you, through regular bimonthly meetings, as completely as possible, about all phases of the company's affairs, including its problems, policies and philosophy, and to invite from you ideas and suggestions, in order to create in you a real interest in the company and its affairs, and thereby obtain your cooperation in conducting its business. This should promote better service, more economical operation, and more wholesome public respect, make your work more interesting and make you a more contented employee."

This statement about the information program appears in the company's handbook for employees. Note the broad scope of the program and the many objectives it is designed to accomplish.

any operation of the company. VEPCO has felt from the beginning that it is the things that happen to a man on the job—the way he is treated by his supervisor and employers, for example—that are most important in shaping his views of his company and of the American economic system.

In line with this thinking, a program was developed with the employees' interests in mind. When general topics were scheduled, as "VEPCO's Vital Part in Our Country's War Effort" or "Government-Owned vs. Privately Owned Electric Systems," the discussion always stressed the what-does-this-mean-to-you angle. An examination of the subjects that have been discussed to date (see box below) will show that a large majority of them are closely related to matters which affect the company and the individual VEPCO employee.

### GETTING STARTED

"We believed that the philosophy of our company was sound and worthy of the respect of our employees and the public, and that our policies were consistent with our philosophy," an executive of the company

explained recently. "We realized, however, that we had never before actually developed and enunciated our philosophy and policies. It was essential to the type of information program we desired that our philosophy and policies be enunciated clearly and specifically in order that they might be used as a solid, logical foundation for our information program."

In addition to its philosophy and policies, VEPCO wished to acquaint its employees with the more important affairs and problems that confronted the organization. With this in mind, a running record was kept of the things that demanded executive attention and that demanded solution from day to day. This record constituted a "current events" file. It furnished the content for a second part of the information program.

A third part of the program included a question, answer and suggestion period. Employees were invited to ask questions related to company policies, to the current events which had been discussed with them, or to any other company matters. Furthermore, the ideas and suggestions of the employees—not merely their questions—were solicited.

This three-way meeting pattern has been used with executive, supervisory and employee groups, and in all instances it is reported to have proved successful.

### TRAINING THE CONFERENCE LEADERS

The wide-flung VEPCO organization is divided into five geographic operating divisions. Operations in these areas are supervised by four division vice-presidents and by eleven district managers. The officers, system department heads, and district managers constitute VEPCO's top management group, a "staff" of some forty individuals. This group met monthly, beginning in 1946, for the purpose of discussing company affairs and developing the information program. The group put in a full working day free from the distractions of regular company business. The meetings were chaired by the company's top executives who have been the moving spirit behind the program from the beginning.

In 1947, after themselves becoming fully oriented to the program, the staff members began holding similar meetings with all company supervisors. These meetings were held at headquarters and also in the field. The meetings lasted two hours and were held bi-monthly. They served to train the 500 VEPCO supervisors to carry the program to the employees at the company's many installations, as well as to keep the supervisors themselves informed. Each group, excepting the staff, was limited to a maximum of twenty members.

In addition to the chain-of-command meetings, ranking officers of the company make a circuit through the eleven districts annually, holding "How are we do-

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### Subjects Discussed to Date

#### Employee Information Program of the Virginia Electric and Power Company

1949 Sept.-Oct.	The Company and the Employee Information Program
Nov.-Dec.	The Company Grapevine
	Utility Management
1950 Jan.-Feb.	Public Relations
March-April	Employee Relationships
May-June	VEPCO's Organization—How It Operates and Why
July-August	Government-Owned vs. Privately Owned Electric Systems
Sept.-Oct.	Rate Making
Nov.-Dec.	Employee Information Program
	Opinion Survey
1951 Jan.-Feb.	VEPCO's Vital Part in Our Country's War Effort
March-April	Our Company, Its Employees and the Community
May-June	Stock Purchase Through Payroll Deductions
July-August	VEPCO's Organization
Sept.-Oct.	Organization and Duties of the System Operating Department
Nov.-Dec.	Organization and Responsibilities of the District Electrical Distribution Departments
1952 Jan.-Feb.	Organization and Duties of the Sales Department
March-April	Organization and Duties of the Personnel Department

# Meeting the Communist Menace in Industry

This is an abridged transcript of the Round Table conference held on Wednesday afternoon, November 28, 1951, at the Conrad Hilton (Stevens) Hotel, Chicago, Illinois, by The Conference Board. Chairman of the panel was Victor Riesel, nationally syndicated columnist for the Chicago "Herald-American" and 176 other papers. Speakers and panel members were:

## Speakers

Louis Budenz, Professor, Fordham University; formerly managing editor of the "Daily Worker"  
Angela Calomiris, FBI Undercover Agent in the Communist party for seven years

## Panel Members

William W. Miller, Director of Industrial Relations, Stewart-Warner Corporation  
Harold W. Story, Vice-President and General Attorney, Allis-Chalmers Manufacturing Company  
Pat Greathouse, Regional Director, International Union, United Automobile, Aircraft and Agricultural Implement Workers of America, CIO  
Frederick Kelley, Vice-President, International Union of Electrical, Radio & Machine Workers of America, CIO  
Jack Barbash, Staff Director, Subcommittee on Labor and Labor-Management Relations (presently investigating Communists in unions) of the United States Senate Labor Committee

Speakers also participated on the panel

**MISS CALOMIRIS:** In 1942 the FBI asked me to become one of its undercover agents in the Communist party. After some thought as to the dangers involved in the FBI assignment, I accepted. I would like to recite the pledge that I took the night I joined the Communist party: "I pledge myself to rally the masses to defend the Soviet Union, the land of victorious socialism. I pledge myself to remain at all times a vigilant and firm defender of the Leninist line of the party, the only line that insures the triumph of Soviet power in the United States."

The Communist party is a well-organized group, and its strength lies in a predetermined plan of action. The party knows how to use nonparty sympathizers for its work. Communists have no loyalty to this country or to each other. The basic unit in the Communist

party is what is known as the branch or the club, consisting of between twenty to twenty-five members. Within your club you have what is known as a cell, which consists of from three to five members. Each cell is led by a branch or club executive.

The party has three types of organization. There is the industrial organization, which would take in your trade union leaders, your trade union workers, your shop workers. Then the party has what is known as a community organization. These are people who work within a given territory. And then you have, of course, your cultural organization, which takes in your movie stars and your writers and Hollywood people, and your professors and your scientists.

The Communist is convinced that the only ultimate way to our destruction is to seize power by revolution and smash our government apparatus. They do agree that the American people do not willingly want communism or socialism. There never was any attempt to qualify or modify this belief. It was openly discussed amongst us and firmly believed that the leader in the overthrow of our government would be the Communist party; all those in opposition would be liquidated. The trade unions, the Republican, Democratic and Socialist parties, chambers of commerce, American Legion Posts, rotary clubs, employers' associations, fraternal orders—everything and everybody adhering to the tradition of American life would be wiped out.

The Communist party is strong. William Z. Foster himself claims that the actual strength of the party is far beyond the limits of its actual membership. I no longer think of Communists as a bunch of harmless crackpots. I know they are a well-organized army, working to establish a Communist dictatorship in our country.

**MR. BUDENZ:** The Communist fifth column can be compared to a tree. The roots are the aliens sent in here by Moscow to direct the party. They are the real dictators of the party. They are kept aliens deliberately, as I was advised, in order that they will not have any nostalgia for the United States. These are men of the type of Gerhart Eisler and J. Peters, the head of the conspiratorial apparatus who worked with Hiss and Chambers.

Out of these roots, from these people who keep in the shadow but are the real dictators of the party, there comes the trunk of the "open" Communist party. It is made up of men like Foster, Browder, myself

when I was there. Altogether the open Communist party does not constitute 5% of the membership of the conspiracy. Beyond the open party are the men and women in the branches. They, the concealed Communists, are the great problem for all patriotic Americans.

### THE CONCENTRATION POLICY

In the industrial field, the Communist organization has established the concentration policy. This was hit upon in 1933 on direct orders from Moscow. This means concentration first in the basic industries—steel, rubber, coal, maritime, transportation—those industries which are particularly essential to American economy and production. Then beyond that, at the Communist party's fifteenth annual convention of this last year, the party expanded this concentration policy in the slogan, "There must be concentration in all industry." Originally, in this concentration policy, certain districts were chosen in which these basic industries existed. Then there was infiltration of other industries. The purpose was not only to obtain membership and influence for the party, but at the same time to draw in these new party members to aid in the task of Communist infiltration of the basic industries. These basic industries, if paralyzed, will paralyze American life and American war effort, should there at any time be a clash with Soviet Russia or with a large satellite of Soviet Russia.

This presents a very great challenge to America and a very serious problem. We cannot proceed about it in a panicky, hysterical manner. We must get the records of the concealed Communists and their allies and present them to industry, to unions, and to the public as a whole, not necessarily calling them the name "Communist," but presenting their record as helpful to the Communist cause. I am sure the American people and American workers will have enough intelligence out of the presentation of that record over and over again to understand exactly the position of these people and the role they play in the nation's present crisis.

### CAN KNOWN COMMUNISTS BE FIRED?

**CHAIRMAN RIESEL:** Are there any practical steps that an employer can take to head off possible Communist infiltration into his plant? Can he refuse to hire a known Communist? Can he fire a known Communist? Can a union have a known Communist fired? What safeguards should be set up to prevent unfair accusations and dismissals?

**MR. MILLER:** Suppose we take just one angle: can you fire a known Communist? I take up that question advisedly because, as many of you know, Stewart-Warner Corporation has taken the position that it can fire known Communists, and has done so, and the procedures we followed may be of interest.

In the absence of any union contract, a company has a right to discharge an employee for any reason that it wants to, just as an employee has the right to quit for any reason that he wants to. At a time when we did not have any union in our plant, because there had not been an NLRB election, we adopted the policy that we were not going to employ any Communists. As a part of that policy, we also stated that we reserved the right to ask any employee to sign an affidavit that he was not and had not been a member of the Communist party since the day that we entered into World War II.

After adopting that policy, we called together about seven or eight of our employees who were then working in the plant, whom we had good reason to believe were members of the Communist party. All except one took the position that they were not going to sign any affidavit, that it was none of our business whether or not they were members of the Communist party. We told them that since they had failed to fulfil this requirement we were discharging them.

The National Labor Relations Board's general counsel investigated and determined that our reason for discharging these people was the fact that we believed they were Communists, that it had no connection with their union affiliation. The NLRB general counsel refused to bring any charges against us on those particular discharges. So in answer to the specific question, can an employer fire known Communists, I would say, yes, he can.

The circumstances may be different if you have a union contract. Many contracts say that you can only discharge a man for "just cause." Prior to the time that the Communist menace became so acute in the labor union movement, there were some arbitrators who held that firing a man because he was a member of the Communist party did not constitute just cause. If you have a labor union contract and try to discharge a Communist, you do run into a danger that there will not be "just cause."

**MR. STORY:** There are two steps, I believe, that can be taken in fighting communism in unions. The first is a normal, careful screening for Communists at the employment gate. This is no new problem. The real problem, however, is where the screening misses some Communists, or where employees become Communists after they are hired. That has been known to happen in our plant.

Thus the real problem is to keep Communists from gaining control of the labor organization that is representing your people after they have gotten into the organization. We have developed, on the basis of long and bitter experience with Communists in our unions, a clause which seems to be well approved by the unions with whom we negotiated it. It is called the democratic processes clause. Here are the elements of the clause:

- Provision that all union representatives and officers be elected by democratic processes on company premises.
- A requirement that there be an adequate notice of nomination and election of these representatives. This is a negotiated clause which can go to the referee, and therefore can go to the courts for backing up.
- Adequate opportunity to nominate candidates. Communists never permit that when they have control over an organization.
- Protection against fraud in determining election results. The Communists always ran the elections, and, of course, there was nothing but fraud in determining their election results.
- Reasonable election eligibility requirements. It was a favorite stunt of the Communists to bar good men from running for office on the ground that at some time they had been delinquent in the payment of dues.
- Secret balloting on company premises, on company time, at company expense, in accordance with normal election procedures.
- Requirement that no employee may be refused membership in the union for exercising his civil liberties, particularly freedom of speech.

In other words, we have set up, by voluntary agreement with the union, a democratic process which will protect sound union leadership against Communist infiltration. We have already found in one instance that it was helpful in correcting a mistake. As a result, one union representative who was declared elected was found erroneously elected, and the error was corrected.

This clause is good not only from a Communist infiltration standpoint, but from the standpoint of the orderly conduct of democratic processes in union organizations.

**MR. GREATHOUSE:** Under the laws today an employer certainly can refuse to hire known Communists.

The procedure which Mr. Story talks about ties in with what safeguards should be set up to prevent unfair accusations and dismissals. Too many times the term "Communist" is thrown around loosely. What happens is that people are dismissed as Communists who are in fact non-Communists.

We say when people are hired by a company, when they are working for a company, then they should not be deprived of their jobs simply because somebody thinks they are Communists.

Our job in the plants is to protect the rights of the people that we represent in those plants. We represent people once they become employees of your companies. We do not represent them before you hire them.

The real question we are discussing here is: What should a company do when faced with the problem of rival unions, one a Communist-dominated union and one a non-Communist union. It is our feeling that the company need not do anything. We do not ask favors from the company in those kinds of situations. If

the companies want to do something about it, I think that's up to them. But we certainly do not agree on the situation which exists in some plants, which is: The company does take an outward position of being opposed to communism, yet they seem to actually favor such unions.

**MR. STORY:** As counsel, I would not attempt to fire anyone on the ground that he is a Communist, unless I had such proof positive that there could be no question about it. Secondly, I would want the union to agree that there is good cause for discharge. Thus the only way that there can be a discharge of a Communist as a practical matter is where the union and the company agree that the man should be discharged for the good of the company and the employees.

**CHAIRMAN RIESEL:** It has been said that industry is responsible for some of the Communist infiltration in that they hire the Communists. It has also been said that there is favoritism to Stalinist unions. Would anyone care to comment on this.

**MR. BUDENZ:** I want to make three points clear. The first is: I know from my own experience that Communists on certain occasions will give a company easy terms in order to defeat legitimate trade unions. I want to warn management against being cajoled into such a position, because when the time comes that the Kremlin orders these very same mild negotiators to proceed with disrupting and sabotage, they will do it with the same zeal with which they conceded points before.

The second thing is that while I am not going to lay down what responsibilities the industrialists have in this thing, I do recall that in the past, where legitimate trade unions were involved, industrialists have on some occasions inserted big advertisements in the papers citing their side of the case. It seems to me that today the country is in such a crisis that there should be some such ads on the question of Communist trade unionism. I have seen none up to the present time. I appreciate that this is partly due to the question of the National Labor Relations Board, and I do not advocate this immediately on the eve of an election. I advocate it as a matter of public education.

The third point is in regard to the hiring of Communists. It is true that we must particularly avoid discriminating against anyone on the mere charge that he is a Communist, without his record being analyzed, without corroborative evidence. I agree with that wholeheartedly, because sometimes a militant trade unionist, who is very far from being a Communist, will have that term hurled at him. We have to avoid that.

On the other hand, the record of most Communists can be learned. Their following the Communist line can be established, and I think they should not be hired on those occasions. In fact, I think they should

*(Continued on page 150)*

# WSB's Steel Recommendations

**A**FTER arguing long into the night, a majority of the Wage Stabilization Board, made up of the public and labor members, came up with recommendations for settling the steel dispute. The policy committeemen of the CIO Steelworkers' union quickly accepted the WSB's recommendations.

Steel industry officials, however, said that before they could put the recommendations into effect they would need a price increase sufficient to offset the increased costs. The steel seizure grew out of these issues. WSB's recommendations follow:

## 1. Wages

A general wage increase should be granted, totaling 12.5 cents per hour effective as of the expiration of the contract, which for U.S. Steel and most of the industry is January 1, 1952; an additional wage adjustment of 2.5 cents per hour, effective July 1, 1952, and another 2.5 cents per hour effective January 1, 1953. These shall be the only general wage adjustments allowed for a period of eighteen months. The question of whether to use any part of these general wage increases to raise the increment between job classes shall be left to the parties for decision. (This recommendation was adopted eight to four, with the four industry members dissenting.)

## 2. Union Security

The WSB recommended that the parties include union shop provisions in their new contracts, but the exact form and conditions are to be determined in the forthcoming negotiations. (This was adopted eight to four, industry dissenting.)

The public members suggested two possible alternatives to the straight union shop. One was for the General Motors modified union shop under which all new employees must join the union, but present employees who are not union members need not join. The other was for the "Rand formula" or agency shop, under which an employee may choose whether or not he will join the union, but if he elects not to join he must pay to the union a sum equal to union dues as a fee for acting as his collective bargaining agency.

## 3. Geographical Differentials

Reduce the present 10 cents per hour North-South differential to 5 cents. (Industry dissented.)

## 4. Shift Differential

Shift differential of 4 cents for the second shift should be increased to 6 cents per hour, and the dif-

ferential of 6 cents for the third shift should be increased to 9 cents per hour, effective as of the first payroll period following the issuance of these recommendations, or as otherwise agreed upon among the parties. (Industry dissented.)

## 5. Holidays with Pay

Provide six paid holidays with double time paid for work on these holidays, effective as of the first payroll period following the issuance of these recommendations. The parties shall incorporate eligibility rules to "deter unwarranted extensions of the holidays." (Industry dissented.)

## 6. Vacations

The requirement of twenty-five years for three weeks vacation with pay should be reduced to fifteen years. (Industry dissented.)

## 7. Hours of Work and Overtime

(a) The parties should agree upon premium or penalty compensation for sporadic rescheduling of individuals in violation of contractual provisions, and also for sporadic changes in an employee's starting and quitting time to avoid payment of daily overtime, and (b) the parties should avoid the working of split shifts whenever practicable. Extra compensation in the form of either premium pay or reporting allowance should be provided employees compelled to work split shifts. (Both points adopted eight to four, industry dissenting.)

## 8. Reporting Allowance

The union should withdraw this proposal as part of these negotiations, but the parties should consider the underlying question in connection with the guaranteed annual wage. (Adopted eight to four, labor dissenting.)

## 9. Contracting Out

The union should withdraw this proposal in the current negotiations. (Adopted ten to two, CIO members dissenting.)

## 10. Guaranteed Annual Wage

The parties should "undertake a joint consideration of the problem during the period of the next contract, with a view to reaching mutual understanding by the time of the next negotiations. Such joint consideration will result in collective bargaining which alone can find the appropriate solution. To facilitate this

joint consideration during the period of the next contract, the parties should agree to use the services and advice of a neutral third party or parties." (Adopted unanimously.)

#### 11. Severance Pay

Both parties should consider jointly the question of severance pay along with the guaranteed annual wage and the question of increasing the amount of reporting allowance. The parties should consider the "desirability of an arrangement which would require reasonable notice in advance of layoff or severance (other than for cause) and provide reasonable compensation for failure to give such notice." (Adopted eight to four, labor dissenting.)

#### 12. Technological Demotions

The union should withdraw its demand. (Adopted eight to four, labor dissenting.)

#### 13. Incentives

This issue was referred back to the parties for negotiation. (Adopted eight to four, industry dissenting.)

#### 14. Seniority

The contracts should provide that the local unions be furnished with adequate seniority lists which shall be kept reasonably up to date, the details to be worked out by the parties in their negotiations. Other seniority issues should be referred back to the parties

for collective bargaining without recommendation. (Adopted unanimously.)

#### 15. Saturday and Sunday Work

Effective January 1, 1953, time and  $\frac{1}{4}$  should be paid for all hours of work performed on Sunday as such. (Industry dissented.)

#### 16. Duration of Contracts

In the absence of agreement between the parties as to duration, the contract shall run for a period of eighteen months. (Adopted unanimously.)

#### 17. Local Working Conditions, Management Rights,

##### Job Structure

No change in the existing contract provisions. (Industry dissented.)

The board suggested that all the other issues not covered by specific recommendations should be returned to the parties for collective bargaining. (Labor dissented.)

The board estimated the above recommendations to cost the steel companies 21 cents an hour; the steel industry says they would "increase the direct employment costs of the steel companies by about 30 cents per employee hour."

JAMES J. BAMBRICK, JR.

*Division of Personnel Administration*

## Management Book Shelf

**Labor-Management Cooperation in France**—A summary of the methods and organizations through which labor and management have collaborated in France. Large sections of the analysis are devoted to the laws and regulations under which cooperation occurs among employers, employees, and public authorities. The discussions of all phases of labor participation range from the unions' role in works committees to trade-union participation in the administration and control of nationalized industries. *Released by the International Labor Office, New Series No. 9. Geneva, Switzerland. 248 pp. \$1.25.*

**Communist Domination of Certain Unions** (Senate Subcommittee on Labor and Labor-Management Relations)—A reprint of the reports made by nine CIO executive board committees appointed by President Philip Murray to investigate charges of communist domination in nine CIO affiliates. The reports trace the parallel between the official Communist party line on major issues and the expressed policies of the accused unions. The findings resulted in the CIO's ouster of these unions: United Office and Professional Workers of America; the Food, Tobacco,

Agricultural and Allied Workers of America; the National Union of Marine Cooks and Stewards; the American Communications Association; the International Fur and Leather Workers; the International Longshoremen's and Warehousemen's Union; the International Union of Mine, Mill and Smelter Workers; and the United Public Workers of America. While the committee investigating the charges against the United Furniture Workers recommended that they be dismissed, the union's leadership changed to an anticommunist policy and the union was retained within the CIO. *Senate Document No. 89, United States Government Printing Office, Washington, D. C.*

**The Labor Problem in the Public Service**—An analysis of special labor problems incident to civil service employment. Included is a detailed discussion of the role and the methods unions have introduced into this picture and the problems that in turn have been created. After analyzing these problems, the author offers a program for handling labor relations where a government is the employer. *By Morton Robert Godine, Harvard University Press, Cambridge, Massachusetts, 1951, 320 pp. \$5.*

# Significant Labor Statistics

Item	Unit	1952		1951				Year Ago	Percentage Change		
		Feb.	Jan.	Dec.	Nov.	Oct.	Sept.		Aug.	Latest Month over Previous Month	Latest Month over Year Ago
Consumers' Price Index <sup>1</sup>											
All items.....	Jan. 1939=100	177.6	180.2	180.1	r 179.7	r 177.5	r 177.1	r 176.6	174.9	-1.4	+1.5
Food.....	Jan. 1939=100	f 233.8	240.2	d 239.5	c 239.8	235.0	b 233.5	232.7	231.3	-2.7	+1.1
Housing.....	Jan. 1939=100	124.4	124.3	r 124.0	r 123.8	122.7	122.3	122.0	118.1	+0.1	+5.3
Clothing.....	Jan. 1939=100	152.8	153.6	154.6	155.1	156.3	156.6	155.1	154.5	-0.5	-1.1
Men's.....	Jan. 1939=100	170.3	171.1	172.7	173.2	175.0	174.9	173.5	171.2	-0.5	-0.5
Women's.....	Jan. 1939=100	137.9	138.8	139.2	139.8	140.6	141.0	139.5	140.3	-0.6	-1.7
Fuels.....	Jan. 1939=100	135.7	135.8	135.7	135.4	135.0	134.7	134.2	134.7	-0.1	+0.7
Electricity.....	Jan. 1939=100	91.0	91.0	r 90.8	r 90.8	90.9	90.9	90.9	90.9	0	+0.1
Gas.....	Jan. 1939=100	101.7	101.7	r 101.7	r 101.7	101.4	101.4	101.4	101.0	0	+0.7
Housefurnishings.....	Jan. 1939=100	169.0	168.8	r 170.6	r 170.3	r 169.8	r 170.9	r 172.2	r 172.2	+0.1	-1.9
Sundries.....	Jan. 1939=100	166.7	167.9	r 168.3	r 166.4	r 164.7	r 165.0	r 165.0	163.1	-0.7	+2.2
Purchasing value of the dollar.....	Jan. 1939 dollars	56.3	55.5	r 55.5	r 55.6	r 56.3	r 56.5	r 56.6	57.2	+1.4	-1.6
All items (BLS).....	1935-1939=100	a 188.3	a 190.2	a 190.0	a 189.3	a 187.8	a 186.5	a 185.6	a 184.2	-1.0	+2.2
Employment Status <sup>2</sup>											
Civilian labor force.....	thousands	61,838	61,780	62,688	63,164	63,452	63,186	64,208	61,313	+0.1	+0.9
Employed.....	thousands	59,752	59,726	61,014	61,336	61,836	61,580	62,630	58,905	g	+1.4
Agriculture.....	thousands	6,064	6,186	6,378	7,022	7,668	7,526	7,688	5,930	-2.0	+2.3
Nonagricultural industries.....	thousands	53,688	53,540	54,636	54,314	54,168	54,054	54,942	52,976	+0.3	+1.3
Unemployed.....	thousands	2,086	2,054	1,674	1,828	1,616	1,606	1,578	2,407	+1.6	-13.3
Wage Earners <sup>3</sup>											
Employees in nonagricultural establishments.....	thousands	p 45,834	r 45,903	r 47,592	r 46,852	r 46,902	46,956	46,724	45,390	-0.2	+1.0
Manufacturing.....	thousands	p 15,819	r 15,776	r 15,912	r 15,890	r 15,965	16,039	16,008	15,978	+0.3	-1.0
Mining.....	thousands	p 905	r 909	915	917	917	917	922	930	-0.4	-2.7
Construction.....	thousands	p 2,276	r 2,316	r 2,524	r 2,633	r 2,761	2,768	2,809	2,223	-1.7	+2.2
Transportation and public utilities.....	thousands	p 4,105	r 4,109	r 4,151	r 4,165	r 4,166	4,178	4,190	4,082	-0.1	+0.6
Trade.....	thousands	p 9,653	r 9,706	r 10,646	r 10,109	r 9,893	9,781	9,641	9,554	-0.5	+1.0
Finance.....	thousands	p 1,919	r 1,906	r 1,911	r 1,907	r 1,898	1,898	1,914	1,839	+0.7	+4.4
Service.....	thousands	p 4,667	r 4,672	r 4,702	r 4,734	r 4,770	4,831	4,839	4,657	-0.1	+0.2
Government.....	thousands	p 6,490	r 6,509	6,831	6,497	6,532	6,544	6,401	6,122	-0.3	+6.0
Production and related workers in manuf'g Employment											
All manufacturing.....	thousands	p 12,803	r 12,775	r 12,911	r 12,904	12,997	13,087	13,069	13,186	+0.2	-2.9
Durable.....	thousands	p 7,286	r 7,269	r 7,325	r 7,314	r 7,296	7,279	7,261	7,371	+0.2	-1.2
Nondurable.....	thousands	p 5,517	r 5,506	r 5,586	r 5,590	5,701	5,808	5,808	5,815	+0.2	-5.1
Average weekly hours											
All manufacturing.....	number	p 40.8	r 40.9	41.2	40.5	40.5	40.6	40.3	40.9	-0.2	-0.2
Durable.....	number	p 41.8	r 41.9	42.2	41.5	41.7	41.6	41.3	41.6	-0.2	+0.5
Nondurable.....	number	p 39.5	r 39.5	39.9	39.2	38.9	39.4	39.1	40.0	0	-1.3
Average hourly earnings											
All manufacturing.....	dollars	p 1.638	r 1.640	r 1.636	r 1.626	1.615	1.613	1.596	1.561	-0.1	+4.9
Durable.....	dollars	p 1.723	r 1.725	r 1.723	r 1.712	1.705	1.707	1.684	1.639	-0.1	+5.1
Nondurable.....	dollars	p 1.520	r 1.520	r 1.516	r 1.507	1.491	1.489	1.481	1.458	0	+4.3
Average weekly earnings											
All manufacturing.....	dollars	p 66.83	r 67.08	r 67.40	r 65.85	65.41	65.49	64.32	63.84	-0.4	+4.7
Durable.....	dollars	p 72.02	r 72.28	r 72.71	r 71.05	71.10	71.01	69.55	68.18	-0.4	+5.6
Nondurable.....	dollars	p 60.04	r 60.04	r 60.49	r 59.07	58.00	58.67	57.91	58.32	0	+2.9
Straight time hourly earnings											
All manufacturing.....	dollars	e 1.584	r 1.578	r 1.571	r 1.569	1.557	1.554	1.542	1.504	+0.4	+5.3
Durable.....	dollars	e 1.651	r 1.650	r 1.644	r 1.644	1.635	1.638	1.619	1.573	+0.1	+5.0
Nondurable.....	dollars	e 1.485	r 1.477	r 1.469	r 1.465	1.450	1.444	1.441	1.414	+0.5	+5.0
Turnover rates in manufacturing <sup>3</sup>											
Separations.....	per 100 employees	p 3.9	4.0	r 3.5	4.3	4.7	5.1	5.3	3.8	-2.5	+2.6
Quits.....	per 100 employees	p 1.9	1.9	1.4	1.9	2.5	3.1	3.1	2.1	0	-9.5
Discharges.....	per 100 employees	p 0.3	0.3	0.3	0.3	0.4	0.3	0.4	0.3	0	0
Layoffs.....	per 100 employees	p 1.3	1.4	1.5	1.7	1.4	1.3	1.4	0.8	-7.1	+62.5
Accessions.....	per 100 employees	p 3.9	r 4.4	r 3.0	3.9	4.4	4.3	4.5	4.5	-11.4	-13.3

<sup>1</sup> NATIONAL INDUSTRIAL CONFERENCE BOARD

<sup>2</sup> Bureau of the Census

<sup>3</sup> Bureau of Labor Statistics

a Adjusted indexes: August, 185.5; Sept., 186.6;

Oct., 187.4; Nov., 188.6; Dec., 189.1; Jan., 189.1;

Feb., 187.8; Year ago, 183.8

b Based on food prices for Sept. 17, 1951

c Based on food prices for Nov. 14, 1951

d Based on food prices for Dec. 12, 1951

e Estimated

f Based on food prices for Feb. 18, 1952

g Less than 0.05

p Preliminary

r Revised

## PENSIONS AND OTHER BENEFITS

### Annual Wage Negotiated by UPW

The United Packinghouse Workers, CIO, which has been particularly active in seeking annual wage guarantees, has negotiated another such agreement with a sugar company.<sup>1</sup> The National Sugar Refining Company has agreed to guarantee union members with more than one year's seniority at least 1,936 hours of work during the year 1952. The agreement is not iron-clad, for it permits certain interruptions in employment to be deducted from the 1,936 hours. These are:

- Failure to work as scheduled or called
- Suspension for disciplinary purposes
- Sickness or disability
- Leave of absence
- Retirement

In addition to the above causes, the company is not required to include time lost for the following reasons:

- Shortage of raw sugar due to reasons beyond the company's control adversely affecting the company's operations
- Repeal or modification of the Sugar Act of 1948
- Labor disputes which result in depletion of the company's raw stock
- Major breakdowns or causes beyond the company's control

The guarantee does not apply to employees who quit or are discharged for just cause. Another safeguard permits the transfer of employees, provided that the worker is physically capable of performing the job, and that the assignment does not depart substantially from usual practice.

If the refinery should be shut down permanently, the guarantee will be reduced in proportion to the unexpired period of the year. The agreement applies to the Long Island City Refinery of the company.

### Steel Pensions

Bethlehem Steel and United States Steel count up the cost of their pension plans in their annual statements. U. S. Steel reports that the cost of its pension plan for 1951 is in the neighborhood of \$100 million, while other employee benefits add another \$60 million.

<sup>1</sup> For a description of the guaranteed annual wage plan of the Revere Sugar Refinery, see *Management Record*, January, 1952, p. 21.

The itemized cost of U. S. Steel pensions, Social Security, taxes and other employee benefits in 1951 follows:

#### Pension costs

Noncontributory part of plan	
Funding current pension cost .....	\$ 56,148,049
Funding portion of past service cost .....	37,000,000
Contributory part of pension plan .....	3,441,909
Total for pensions .....	96,589,958
Social Security taxes .....	27,707,217
Insurance costs .....	13,294,895
Payments to industry welfare and retirement funds and for other employee benefits .....	19,265,368
Total cost of employee benefits .....	\$156,857,438

During 1951, 3,936 employees were added to the pension rolls. All told, 16,007 former U. S. Steel employees were receiving pensions by the end of 1951.

As of December 31, 1951, Bethlehem Steel reports 5,520 retired employees on the pension rolls. To these employees, \$4,181,184 was paid out in pensions during 1951. The company has had a pension plan in effect since 1923; during the period 1923-1951, it has paid \$32,911,663 in pensions.

### UAW Reports on Health Benefits

The United Automobile Workers, CIO, has reviewed the progress of its "Health Security Programs" which it has negotiated with many companies. In 1951, more than 3 million workers and their dependents have been covered under the health security programs negotiated by the UAW, according to the union.

Benefits paid under these programs in 1951 exceeded \$125 million. This averages about \$100 per UAW member. Of the total amount, \$50 million was paid out in hospital benefits; \$23 million in surgical-medical benefits; \$27 million in temporary disability benefits and \$26 million in survivor benefits.

While substantial progress has been made in providing its members with health security programs, the UAW feels that many plans need further improvement, especially those providing for temporary disability benefits and surgical and medical care. Another field in which the union believes there is room for improvement is in hospital-medical protection for retired employees, and arrangements for maintaining workers' protection during layoffs.

Now that the WSB has relaxed to a considerable degree its control over health and welfare plans, the

union is "moving ahead toward increased health security for all UAW members and their families."

### **Savings and Loan Association Celebrates 40th Birthday**

Back in 1912, the Edison Savings and Loan Association started operations, with one part-time clerk to carry on the routine work of the association. The association, which is owned and operated by the employees of the Consolidated Edison Company of New York, now ranks thirteenth among the savings and loan associations in New York State. In its forty years of service, the association has made loans totaling more than \$54 million to assist over 10,000 Edison families in acquiring and maintaining their own homes. The number of loans made in 1951 exceeds the total mortgages made in the association's first thirteen years.

The association has also been used as a medium for savings. Last year 3,300 new share accounts were opened which brought the total to 27,601 accounts owned by 18,805 members. The amount accumulated by investing members at the close of last year was over \$24 million in savings, instalment and accumulative prepaid shares, an increase of nearly \$1.5 million over the preceding year.

### **GE to Inaugurate Retirement Counseling Program**

A plan to prepare workers for retirement will soon be placed in operation on a trial basis in all departments of the General Electric's Schenectady plant. The new program will be administered in each department by the departmental employee relations representative. The program's purpose is to give each employee who is to be retired within a few years an opportunity to discuss retirement problems with the counselor in his own department.

Since there are 2,000 people in the Schenectady works who are within seven years of normal retirement, the first step in the program will be to offer aid to these employees before they retire. The first year's goal will be to contact employees who are within three years of retirement.

When the program gets into full swing, employees who are within five to seven years of retirement will be contacted by their supervisors to see whether they are in need of the retirement counseling service.

### **Retired Magician**

Among the more unusual hobbies is that of a retired employee of John Morrell & Co. He had established

quite a reputation as a magician before he retired. He now is active in making appearances in hospitals and visiting shut-ins to display his feats of magic. Together with his organizational work with the International Brotherhood of Magicians, he keeps a garden, goes to ball games and visits old customers.

### **New Career at Seventy-five**

An example of what retired employees can do for the public good and for their own well-being is interestingly pointed out in the January issue of *Armour and Company's* employee magazine. The magazine carries an article on the postretirement career of Dr. Volney S. Cheney, who retired as medical director of Armour and Company in 1947. For the past two years he has been director of the public school health program in Las Vegas, New Mexico.

Dr. Cheney has helped to set up an excellent public health program for Las Vegas children. Armour and Company has cooperated with its retired employee by donating a large supply of vitamins to the Las Vegas Child Health Center. The company has also arranged to have representatives of Armour Laboratories consult with Dr. Cheney on the use of pharmaceuticals in child therapy.

### **Retired Auto Workers**

UAW-CIO announces that 12,500 UAW members retired on pensions between March 1, 1950, and January 1, 1952. Of this number, 94.5% retired at or after age sixty-five, 4.1% for total and permanent disability, and 1.4% between ages sixty and sixty-five for reasons other than disability.

Ford, the only major company with an automatic retirement provision, leads the list with 4,930 retirements. General Motors is second with 2,940 and Chrysler third with 651.

### **Goldblatt's Announces Profit-Sharing Distribution**

Four thousand four hundred employees and former employees of Goldblatt Brothers, Inc., Chicago department store, shared in the \$300,000 in profit-sharing benefits paid out on January 31. Participants in the distribution were all persons employed by Goldblatt's in January, 1942, when the company set aside a special trust fund for full-time employees from 1941 earnings. Employees themselves added nothing to the contribution, which was a forerunner of the company's present contributory savings and profit-sharing pension plan, which became effective in June, 1942.

F. BEATRICE BROWER  
*Division of Personnel Administration*

### **Steel Union Demands Company-wide Bargaining**

With all eyes focussed on the CIO Steelworkers dispute with the basic steel producers, little attention has been paid the union's demand on steel fabricators for company-wide bargaining. Multiplant companies have been receiving letters from Steelworker President Philip Murray demanding elimination of separate agreements for each plant. In their stead, he demanded company-wide contracts. A multiplant company, for example, received a letter from Philip Murray "requesting that a negotiating conference of your principals and our union committee be arranged at an early date for the purpose of concluding a single agreement covering all the properties where the employees are represented by the United Steelworkers of America."

### **Steelworkers Write Agency Shop Contract**

An agency shop was agreed to by the CIO Steelworkers and John Bath and Company, Inc., of Worcester, Massachusetts. It requires that all employees "who choose not to join the union" pay an amount equal to union dues to a charity. The CIO Steelworkers agency shop clause follows:

"1. Employees in the employ of the company on November 4, 1951, who choose not to join the union shall as a condition of employment authorize in writing a deduction from their pay each month, a sum equal to the current dues of the United Steelworkers of America. These monies shall be sent by both the union and the company to a charitable cause agreed to by both parties.

"2. Employees hired after November 4, 1951, shall as a condition of employment be required to comply with the above Section F 1 no later than ninety days after their starting date."

### **DPOW Looking for a Home**

The leaders of the catch-all Distributive, Processing and Office Workers Union, which takes in everything from department store and office workers to fruit and lettuce workers, are now looking for a home in either the CIO or AFL. Tip-off for this move was a series of articles in the *Daily Worker* attacking the DPOW's leaders. Up to a short time before, they were the darlings of the Communist party's paper.

When news broke that the DPOW was maneuvering to get back in the CIO, leaders of the CIO's Retail, Wholesale and Department Store Union (RWDSU) went to Philip Murray. They warned him that the DPOW's move might be a ruse. They pointed to UE President Albert Fitzgerald's Oregon speech attacking the Communists as an example of what pro-Communists will say to lull trade unionists. How, they asked, can so many leopards change their spots? In a meeting with the RWDSU officials, Philip Murray said he was not convinced the DPOW had purged itself sufficiently of its past Communist taint to meet the standards of entrance into the CIO. He said that the CIO would not give them a charter and recommended that the RWDSU have no dealings with them.

Local 65, which is the biggest segment of the DPOW, was once affiliated with the RWDSU. And it might have to join this union if it comes back in the CIO, for such a merger. The RWDSU-CIO has laid down its terms. Pointing out that "in 1948, we purged our ranks of subversive, pro-Communist elements," the RWDSU convention empowered its executive board to "enter into negotiation with any and all decent, democratic unions" in its jurisdiction. "We attach no condition to such affiliation," says the union, "save adherence to the basic concepts of democracy and Americanism."

The DPOW also has tried affiliating with an AFL union. In this effort it was rebuffed by officials of the AFL's Retail Clerks International Union.

### **UAW-CIO Takes Over Local 600**

Ford Local 600, the largest local union in the world, is now under UAW-CIO "administrationship." The action followed the House Un-American Activities Committee hearings held in Detroit. At these hearings, certain officials of Ford Local 600 were charged with being members of the Communist party or subservient to it. Shortly thereafter, UAW President Walter Reuther announced that the international executive board had decided to establish an "administrationship" over Local 600. It set up the following six-man board of administration: Walter Reuther, chairman; Emil Mazey, secretary; and John W. Livingston, Richard Gosser, Joseph McCusker, and Edward J. Cote.

While announcing that it intended to remove as few Local 600 officials as possible, the UAW-CIO executive board said that the newly formed board has been directed "to remove from Local 600 office persons who do not meet the eligibility requirement of Article 10, Section 8 of the union constitution." This section says:

No member of any local union shall be eligible to hold any elective or appointive position in this international union or any local union in this international union if he is a member of, or subservient to, any political organization, such as Communist, Fascist or Nazi organizations, which owes its allegiance to any government other than the United States or Canada, directly or indirectly.

Acting in line with this constitutional provision, the board of administration removed from office five officials of Ford Local 600. "This action," they said, "was taken because the record of activities of these five persons has convinced the board of administration beyond a reasonable doubt that these persons are either members of, or subservient to, the Communist party. An impartial and objective examination of the records of these five people indicates clearly that they have followed every twist and turn in the Communist party line and have given open aid and support to the advancement of Communist party programs. . . ."

The UAW-CIO added that "the board of administration is checking into the status of people holding other elective and appointive offices in Local 600 . . . and where it appears beyond a reasonable doubt that other persons are ineligible to serve under Article 10, Section 8, similar action [removal from office] will be taken."

Carl Stellato, president of Ford Local 600, has demanded that Walter Reuther remove the six-man administrative board and that Walter Reuther meet him in open debate. He also said his faction was going to publish its own newspaper.

### Beating Racket Labor Papers—Texas Style

Employers in San Antonio, Texas, are beating the operators of racket labor organizations at their own game. They make them pay dearly for the privilege of trying to "dynamite" the employer into giving a contribution. When they receive a long-distance telephone call from New York, they lead the caller on and on and keep him on the phone for thirty or forty minutes. New York to Texas calls—person to person—cost \$22.44 for thirty minutes.

How Texas employers administer the "coup de grace" is told by G. L. Sweeney, business manager of International Brotherhood of Electrical Workers, AFL, Local 60, in the *Weekly Dispatch*, a San Antonio labor paper. He writes that a long-distance call was received by the Brownie Industrial Electric Company

of San Antonio. The party from New York gave his name and phone number and said that he represented the National Federal Association of the AFL, who were seeking donations of \$50 to get rid of Communists in the labor movement. After an extended conversation over the long distance wire, the caller was told to write the firm a letter of explanation. Mr. Sweeney writes: "That did the job. We wager no letter will be forthcoming as these hombres are not fooling with Uncle Sam."

San Antonio's Better Business Bureau says that several employers "are now using the same method of holding on the phone for thirty minutes or more and then requesting the party to send them a letter."

### Exception to Antidiscrimination Clause

Left-wing unions have long been strong advocates of no-discrimination clauses, especially those that stress no discrimination because of political beliefs. But a West Coast firm in its contract with the Mine, Mill and Smelter Workers Union, which the CIO tossed out for its Communist activities, secured an added proviso to the run-of-the-mill antidiscrimination clause. Its clause reads: "This agreement shall apply alike to all employees regardless of race, creed, national origin, or political belief, *provided such beliefs do not include the advocacy of actions contrary to state or federal laws.*" [Italics added.]

### In Brief

George Bott, NLRB general counsel, says the Taft-Hartley Act's noncommunist affidavit should be dropped or rewritten. He told the Humphrey subcommittee of the Senate Labor Committee that in its present form the affidavit section affords procommunist unions with a "United States Government inspected stamp." All procommunist unions, he says, have signed. The NLRB's general counsel does not like the suggested revision of Attorney General McGrath, which would require union officials to swear they were not Communists for the past twelve months.<sup>1</sup> Most leaders of procommunist unions, Mr. Bott points out, publicly resigned from the party and signed T-H affidavits more than twelve months ago.

\* \* \*

The AFL-CIO cooperation program in New York City is going on the rocks. Reason is the fight between AFL Teamsters and CIO Brewery Workers over who is to get the men who drive beer trucks.

JAMES J. BAMBRICK, JR.

*Division of Personnel Administration*

<sup>1</sup> For details, see "New Noncommunist Affidavits Recommended" in the August, 1951, *Management Record*, p. 287. See also p. 000 of this issue for further discussion on this point.

## PRODUCTIVITY PAY URGED BY AFL, CIO<sup>1</sup>

**P**RODUCTIVITY PAY increases must become a definite part of wage stabilization policy if the nation is to avoid a serious recession, claim both the AFL and CIO. Documenting this claim, the *AFL Labor's Monthly Survey* says:

"Production per man-hour in our industries has risen more rapidly in the postwar period than the average before the war—3½% to 4% per year since 1947, compared to 2¼% before 1939. Taken together, these two facts mean that when we are over the defense production hump in 1954, our economy will head for serious depression unless consuming power keeps pace with production from now on. Since wage and small salaried workers buy about 60% of all consumer products sold, their buying power must keep pace with their producing power."

The CIO *Economic Outlook* repeats this argument and adds:

"Several industries—including textiles and clothing—have been suffering for the past half year from insufficient sales at current high prices. These soft goods industries are most immediately affected by declines in consumer sales. Such conditions must be remedied and not permitted to spread through the economy.

"Failure of wage stabilization policy to permit workers to share in benefits of industrial progress would undermine the consumption base of our economy."

### Not Inflationary, Says CIO

As for inflationary pressures caused by productivity wage increases, the CIO says there will be none. "It is the spending of income for goods in short supply that creates inflationary pressures," says the CIO. "There have been no serious, general shortages of consumer goods thus far in the mobilization effort. It is not likely that any such shortages—as occurred in World War II—will develop during the remainder of the mobilization effort."

Recession and inflation fears aside, both the CIO and AFL hold productivity pay increases necessary from the viewpoint of "justice and economic reality." The CIO claims that General Motors, after signing its

five-year contract, publicly advocated a policy whereby workers should share in increased productivity.

According to the CIO, the workers' share in increased productivity shouldn't be limited to man-hour output increases in one plant or company: "Productivity is affected by many factors outside the plant or company—by the nation's scientific development, education of the labor force, competition among industries. Workers should rightfully share in the benefits of the increased productivity of the national economy as a whole."

Concerning the increase in national productivity, CIO says that over a long period of years—the past forty years—"students of productivity" place the rise at an average of 2% to 2½% per year. But such long-run estimates, according to the CIO, "omit or minimize rapid increases in output per man-hour since 1940 resulting from high levels of employment, increased industrial research and the rise in business investment in new plant and equipment." In the shorter period from 1933 to 1950, productivity increases averaged 3⅓% per year, according to CIO figures. Output per man-hour rose 4% in the period 1948-1950, according to another set of figures used by the CIO.

### Leave It to Bargaining, Says AFL

Distribution of these gains in productivity is best left to collective bargaining, comments the AFL:

"Workers' experience under free enterprise before 1939 shows a striking contrast to the freezing of progress under government controls. From 1919 to 1929, even when unions were weak, the factory worker's real hourly wage rose 19½% in ten years; from 1929 to 1939, when unions grew rapidly in strength, it rose 38% in ten years. The gain since 1939 was slowed to only 12% in twelve years by wage controls and inflation; for in the period when unions were free and prices stable, real wages rose at about the same rate as prewar. Workers are making definite and serious sacrifices under wage controls in the defense period."

Summing up the case for productivity pay increases, the AFL concludes:

"Pending the return to free collective bargaining, the Wage Stabilization Board can provide an urgent remedy by adopting the AFL resolution to permit

<sup>1</sup>For other views on productivity increases, see "Annual Improvement Increases," *Management Record*, July, 1951, p. 238; and "Mine Workers Censure Wage Formulas," *Management Record*, January 1952, p. 23.

wage increases which result from more efficient production. Such wage increases are not inflationary. A provision of this type can rectify the injustice now done workers until we are released from wage controls."

### Rubber Workers Map '52 Economic Program

An "equitable wage increase designed to give workers a share in rising productivity" tops the 1952 economic program of the CIO's United Rubber Workers, reports the *United Rubber Worker*. According to L. S. Buckmaster, president of the union, an increase is justified because productivity in the rubber industry has been rising at a rate of 4% for the past few years. Besides pay increases, the union will seek: (1) Improved pension and insurance benefits. (2) Improved premium pay, shift differentials, and vacation pay. (3) A full union shop. (4) Provision for contract reopening on thirty days' notice.

Canadian locals of the United Rubber Workers have mapped the following specific demands: a 20 cents per hour wage increase; \$125 a month pension, noncontributory; full union shop; forty-hour week; 5 cent and 10 cent afternoon and night shift premiums; vacation schedules of two weeks after two years', three weeks after ten years', and four weeks after twenty years' service.

### Daniel Tobin Talks Presidents

Daniel J. Tobin, president of the million-man AFL Teamsters Union, comments editorially in the *International Teamster* on the coming elections. Mr. Tobin's remarks were made before any of the primary elections were held. "What we need in this country now," says Mr. Tobin, "is a clean, courageous fighter who will have nerve enough and courage enough to clean out the money changers from the temples of both parties."

Among the Democrats, Senator Kefauver gets the Tobin nod as having the qualifications: "He is a brilliant, patient, courageous man. He believes his own statements. He has confidence in the majority of the American people. He does not do any double talking."

Concerning General Eisenhower, Mr. Tobin feels almost the same way: "The people want him. I think he could win, hands down. I am not sure what he could do as president. One thing I know is that he knows every movement and every political conniving gang in Europe and Asia. I also know he will stand up and fight communism, which is a threat now to our world."

### Unions Weigh Problems in Textiles

Promotion of the thirty-five-hour week is a top consideration at this month's convention of the United Textile Workers of America, AFL, reports *The Textile Challenger*. The union views the short work week as a possible means of cutting unemployment, which it sees as its chief problem. The resolution up for adoption calls for a thirty-five-hour work week with the present forty-hour pay.

The AFL Shoe Workers Union sees a different solution to the textile problem. Competition from unorganized southern mills and the exodus of northern mills to the South is at the

core of the trouble, according to the *Shoe Workers' Journal*. One big textile union, instead of competing AFL and CIO units, would aid in bringing the unorganized half of the textile workers under union rate structures, says the *Journal*. The shoe industry may face the same problem, continues the *Journal*: Half the industry is unorganized despite the presence of AFL, CIO, and a half a dozen independent unions. "Unless the existing unions cooperate instead of raiding," warns the editorial, "it will only be a matter of time when a great many northern shoe manufacturing companies will migrate southward, or wherever they obtain the most concessions, and operate as open shops."

### UAW-CIO Sets Membership at 1,250,000; Resources Exceed \$9 Million

UAW-CIO membership in 1951 was well over 1,250,000, "with an average dues paying membership of 1,184,507," according to UAW Secretary-Treasurer Emil Mazey. The number of dues payers was the largest in UAW history, said Mr. Mazey. The union's semi-annual financial audit published in the *United Automobile Worker* shows \$9,099,186.72 to be the total resources of the union for the six-month period ending November 30, 1951. Net worth equaled \$8,883,534.65. Total receipts during this period, according to the financial report, were \$8,330,583.88.

### Machinists Gain Union Shop in Air Transport

Union shop agreements with two major airlines, the first in the industry, have been gained by the International Association of Machinists, AFL, reports *The Machinist*. The first agreement with Eastern Airlines was followed by a similar contract with National Airlines. Both contracts cover ground crews and certain office personnel and both require all employees to join the union within sixty days.

### Hat Workers Drop Demand for Pay Raise

AFL Hat Workers in New York have dropped a demand for wage boosts. Instead they will concentrate on selling more hats to women, reports the *Glove Workers' Bulletin* (AFL). New York wages are already the highest in the industry, according to the AFL milliners. Chief problem is that local manufacturers find it increasingly difficult to keep their shops open.

### Union FM Stations Sign Off

Radio station WFDR in New York, owned and operated by the AFL International Ladies' Garment Workers' Union since May, 1949, ceased operations early last month, reports *Justice* (ILGWU, AFL). The FM station had been running a monthly deficit of \$7,000. The public's failure to accept an FM station broadcasting without AM facilities accounted for the demise, says *Justice*. Similarly the UAW-CIO-owned Cleveland FM station suspended operations, reports the *United Automobile Worker*. The UAW wrote off \$81,500 invested in that project.

HAROLD STIEGLITZ

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# Review of Labor Statistics

**T**HE moderate-income consumer got a lift in February as prices of items essential for living dropped substantially from the January level. The dollar increased in value by 1.4%. In February, the consumers' dollar was worth 56.3 cents, compared with 55.5 cents in January, and 57.2 cents in February of last year. For comparison, the dollar was assumed to be worth 100 cents in January, 1939.

THE CONFERENCE BOARD's index of consumers' prices declined from 180.2 to 177.6, but was still well ahead of the year-earlier figure of 174.9 (January, 1939=100). The month-to-month drop resulted from general price weakness, particularly in food. This important component was off 2.7%, and was accompanied by declines in clothing, fuel and sundry items.<sup>1</sup> Rent and housefurnishings both registered small increases from January to February. However, housefurnishings have been losing ground in recent months, and the current level is still below last year.

Underlying the decline was the sharp drop in the food component. Most meats were lower, as well as shortenings and margarine, eggs and sugar. Fresh fruits and vegetables also displayed weakness. White potatoes, lettuce, oranges and prunes were down in key cities. On the other hand, butter was up.

Lower prices for nylons, shoes and girdles were among those responsible for the decline in women's clothing, while men's shoes mirrored the sharp drop in leather.

## EMPLOYMENT STABLE

Latest Census Bureau figures show little change in employment from February to March. Job holders totaled 59.7 million, a slight decline from February's 59.8 million, and slightly below the corresponding 1951 month. Bad weather curtailed farm hiring, and a combination of weather and materials shortages dampened the usual upward trend in trade and construction employment. Unemployment was estimated at 1.8 million, the lowest March figure since 1945.

## FAMILY INCOME ADVANCES

The accompanying chart shows that the American family's income has increased from about \$2,600 in 1945 to more than \$3,300 in 1950, or more than one fourth. The NICB cost of living index has risen about the same amount. The family income figures apply to

<sup>1</sup> Under sundries are included cleaning materials, personal care, automobile expenses, medical expenses and entertainment.

both urban and rural families as compiled by the Department of Commerce. The median income rather than the simple arithmetic average is used, since this measure seems better to represent the typical or "average" income. If rural families are excluded, the dollar figures would be higher, since a substantial portion of the rural income is in terms of food produced on the farm. Only cash income received by the farm family is counted in these tabulations.

The chart portrays graphically the distribution of families by income classes. For example, in 1945 over half the families received money incomes of less than \$3,000, while in 1950 only about 40% made less than \$3,000. Only one family out of eight received \$5,000 or more in 1945, while close to one out of every four families received that much in 1950. Therefore, it may be concluded that while prices rose sharply in the post-war period, median family incomes rose almost as much. Also the number of families receiving sub-standard incomes has been on the decline during these years.

## HOURLY EARNINGS STEADY

Earnings of factory workers have shown little change over the last three months according to BLS data. Average hourly earnings of \$1.64 in February were unchanged from January and December. With consumers' prices turning downward so far in 1952, there is even a possibility that average hourly earnings will be lower in the next few months—assuming that the large number of escalator clauses in labor contracts will result in wage rate reductions and that there is no change in the length of the work week. A step-up in the defense program or a new round of wage increases which may follow any substantial award to the steelworkers would change this picture.

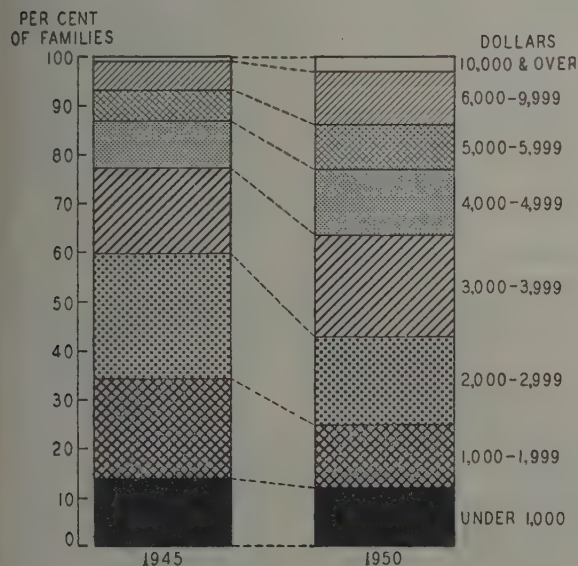
Except for a reduction of about five minutes on the average, the work week was also unchanged from the previous month. It stands at 40.8 hours in February against 40.9 in January and 40.9 in February of last year. Ordnance and related industries lengthened their work weeks. However, the lack of any spectacular change in the over-all figures for recent months has been due to the balancing effect of shorter work weeks in nondefense-type industries. For example, textile mill products, tobacco manufacturers, apparel and leather fabricators were all working less than forty hours in February, while ordnance and accessories were up to 44.5 hours. Machinery, except electrical,

instruments and related products, were all working well over forty hours per week. With supplies of raw materials more readily available since the beginning of the year, there will undoubtedly be some increases in the work schedules for automobile producers and other durable consumer lines in the weeks ahead—barring deterioration in consumer demand. This slackening has already been felt by the soft goods and

appliance manufacturers, with department store sales substantially below 1951 and 1950 levels.

Weekly pay checks of production workers were lower by about \$0.25 a week than they were in January. But they remained well above year-earlier figures. The average check was \$66.83 in February against \$67.08 in the preceding month and \$63.84 for the corresponding 1951 month. Production workers in petroleum and coal products continued to set the pace with average weekly earnings of \$81.60, followed by machinery (except electrical) at \$80.15. At the other end of the scale were tobacco workers at \$45.23 per week.

### Family Income:\* 1945-1950



Source: Department of Commerce

\*Total money income received by urban and rural families.

### BACK TO EMPLOYMENT

Nonagricultural employment as reported by the Bureau of Labor Statistics dropped off by about 70,000 workers between January and February. The February preliminary total of 45.8 million compares with 45.9 in January and 45.4 in February, 1951. The decline resulted primarily from contraction in government, trade and construction. Manufacturing, the largest single component, reported a rise of some 43,000 employees with 15,819,000 on factory payrolls in February, compared with 15,776,000 in the preceding month and 15,978,000 in the corresponding 1951 month.

### Census Bureau vs BLS

The two government agencies compile their information on employment individually and their approaches are quite different. The BLS obtains its statistics on employment by mailing questionnaires to business organizations who submit payroll information. These

### Consumers' Price Index for Fifty-four Cities; and Purchasing Value of the Dollar

Index Numbers, January, 1939=100

Date	Weighted Average of All Items	Food	Housing <sup>1</sup>	Clothing			Fuel <sup>2</sup>			House-furnishings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1951 February.....	174.9 <sub>r</sub>	231.3	118.1	154.5	171.2	140.3	134.7	90.9	101.0	172.2	163.1 <sub>r</sub>	57.2
March.....	174.2 <sub>r</sub>	229.0	118.3	154.8	171.6	140.5	134.7	90.9	101.0	172.8	163.2 <sub>r</sub>	57.4
April.....	174.6 <sub>r</sub>	228.7 <sub>a</sub>	119.8	155.1	171.9	140.9	134.7	90.9	101.0	173.1	163.7 <sub>r</sub>	57.3
May.....	175.3 <sub>r</sub>	230.9	120.0	155.0	172.1	140.6	132.8	91.0	101.3	172.7	164.0 <sub>r</sub>	57.0
June.....	175.4 <sub>r</sub>	231.1 <sub>b</sub>	119.9	154.9	172.8	139.8	133.5	90.8	101.4	173.2	163.9 <sub>r</sub>	57.0
July.....	176.3 <sub>r</sub>	232.9 <sub>c</sub>	121.3	154.8	172.7	139.7	133.8	90.8	101.5	173.4	164.2 <sub>r</sub>	56.7
August.....	176.6 <sub>r</sub>	232.7	122.0	155.1	173.5	139.5	134.2	90.9	101.4	172.2	165.0 <sub>r</sub>	56.6
September.....	177.1 <sub>r</sub>	233.5 <sub>d</sub>	122.3	156.6	174.9	141.0	134.7	90.9	101.4	170.9	165.0 <sub>r</sub>	56.5
October.....	177.5 <sub>r</sub>	235.0	122.7	156.3	175.0	140.6	135.0	90.9	101.4	169.8 <sub>r</sub>	164.7 <sub>r</sub>	56.3
November.....	179.7 <sub>r</sub>	239.8 <sub>e</sub>	123.8 <sub>r</sub>	155.1	173.2	139.8	135.4	90.8 <sub>r</sub>	101.7 <sub>r</sub>	170.3	166.4 <sub>r</sub>	55.6
December.....	180.1 <sub>r</sub>	239.5 <sub>f</sub>	124.0 <sub>r</sub>	154.6	172.7	139.2	135.7	90.8 <sub>r</sub>	101.7 <sub>r</sub>	170.6 <sub>r</sub>	168.3 <sub>r</sub>	55.5
Annual average.....	176.2 <sub>r</sub>	232.5	120.8	155.0	172.6	140.1	134.3	90.8 <sub>r</sub>	101.3	171.7	164.5 <sub>r</sub>	56.8
1952 January.....	180.2 <sub>r</sub>	240.2	124.3	153.6 <sub>r</sub>	171.1 <sub>r</sub>	138.8 <sub>r</sub>	135.8 <sub>r</sub>	91.0 <sub>r</sub>	101.7	168.8 <sub>r</sub>	167.9 <sub>r</sub>	55.5 <sub>r</sub>
February.....	177.6	233.8 <sub>g</sub>	124.4	152.8	170.3	137.9	135.7	91.0	101.7	169.0	166.7	56.3
Percentage Changes												
Jan., 1952 to Feb., 1952...	-1.4	-2.7	+0.1	-0.5	-0.5	-0.6	-0.1	0	0	+0.1	-0.7	+1.4
Feb., 1951 to Feb., 1952...	+1.5	+1.1	+5.3	-1.1	-0.5	-1.7	+0.7	+0.1	+0.7	-1.9	+2.2	-1.6

<sup>1</sup> Rents surveyed quarterly for individual cities.

<sup>2</sup> Includes electricity and gas.

<sup>a</sup> Based on food prices for April 16, 1951.

<sup>b</sup> Based on food prices for June 14, 1951.

<sup>c</sup> Based on food prices for July 16, 1951.

<sup>d</sup> Based on food prices for Sept. 17, 1951.

<sup>e</sup> Based on food prices for Nov. 14, 1951.

<sup>f</sup> Based on food prices for Dec. 12, 1951.

<sup>g</sup> Based on food prices for Feb. 13, 1952.

<sup>r</sup> Revised.

# Consumers' Price Index for Ten United States Cities, and Purchasing Value of the Dollar

Index Numbers, January, 1939=100

Date	Weighted Average of All Items	Food	Housing <sup>1</sup>	Clothing			Fuel <sup>2</sup>			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1951 February.....	173.3 <sub>r</sub>	228.0	114.2	151.6	166.9	138.8	131.9	89.8	103.7	170.9	165.2 <sub>r</sub>	57.7 <sub>r</sub>
March.....	172.6 <sub>r</sub>	225.8	114.2	152.0	167.4	139.1	132.1	89.8	103.7	171.8	165.3 <sub>r</sub>	57.9 <sub>r</sub>
April.....	173.0 <sub>r</sub>	225.3 <sub>a</sub>	115.7	152.4	167.6	139.6	132.2	89.8	103.7	172.1	166.0 <sub>r</sub>	57.8 <sub>r</sub>
May.....	173.6 <sub>r</sub>	227.3	115.9	152.3	167.7	139.4	130.2	89.9	103.7	171.7	166.0 <sub>r</sub>	57.6 <sub>r</sub>
June.....	173.5 <sub>r</sub>	227.3 <sub>b</sub>	116.0	152.1	168.3	138.5	130.8	89.8	103.7	172.2	165.7 <sub>r</sub>	57.6 <sub>r</sub>
July.....	174.5 <sub>r</sub>	229.3 <sub>c</sub>	117.4	152.0	168.2	138.3	131.1	89.8	103.7	172.4	165.8 <sub>r</sub>	57.3
August.....	174.8 <sub>r</sub>	229.4	117.8	152.0	169.0	137.6	131.6	89.8	103.7	171.3	166.6 <sub>r</sub>	57.2 <sub>r</sub>
September.....	175.5 <sub>r</sub>	230.6 <sub>d</sub>	118.4	153.5	170.2	139.4	132.1	89.8	103.7	170.2	166.4 <sub>r</sub>	57.0 <sub>r</sub>
October.....	176.0 <sub>r</sub>	232.1	118.8	153.6	170.8	139.2	132.5	89.8	103.7	169.2	166.3 <sub>r</sub>	56.8 <sub>r</sub>
November.....	178.2 <sub>r</sub>	236.8 <sub>e</sub>	119.9	152.7	169.3	138.7	132.7	89.8	103.7	169.7	167.9 <sub>r</sub>	56.1 <sub>r</sub>
December.....	178.8 <sub>r</sub>	236.7 <sub>f</sub>	120.3	152.1	168.9	138.0	133.0	89.8	103.7	169.9	170.3 <sub>r</sub>	55.9 <sub>r</sub>
Annual average.....	174.5 <sub>r</sub>	229.3	116.9	152.2	168.3	138.7	131.7	89.8	103.7	170.8	166.3 <sub>r</sub>	57.3 <sub>r</sub>
1952 January.....	179.0 <sub>r</sub>	237.5	120.8	151.1 <sub>r</sub>	167.2	137.6 <sub>r</sub>	133.1	90.0	103.7	168.4 <sub>r</sub>	170.1 <sub>r</sub>	55.9 <sub>r</sub>
February.....	176.3	230.7 <sub>g</sub>	121.0	150.2	166.4	136.5	133.0	90.0	103.7	168.7	169.0	56.7

## Percentage Changes

Jan. 1952 to Feb. 1952....	-1.5	-2.9	+0.2	-0.6	-0.5	-0.8	-0.1	0	0	+0.2	-0.6	+1.4
Feb. 1951 to Feb. 1952....	+1.7	+1.2	+6.0	-0.9	-0.3	-1.7	+0.8	+0.2	0	-1.3	+2.3	-1.7

<sup>1</sup> Rents surveyed quarterly in individual cities.

<sup>2</sup> Includes electricity and gas.

<sup>a</sup> Based on food prices for April 16, 1951.

<sup>b</sup> Based on food prices for June 14, 1951.

<sup>c</sup> Based on food prices for July 16, 1951.

<sup>d</sup> Based on food prices for September 17, 1951.

<sup>e</sup> Based on food prices for Nov. 14, 1951.

<sup>f</sup> Based on food prices for Dec. 12, 1951.

<sup>g</sup> Based on food prices for Feb. 13, 1952.

<sup>r</sup> Revised.

## Consumers' Price Indexes for Cities Surveyed Monthly

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939=100			Percentage Changes		City	Index Numbers Jan., 1939=100			Percentage Changes	
	Feb. 1952	Jan. 1952	Feb. 1951	Jan. 1952 to Feb. 1952	Feb. 1951 to Feb. 1952		Feb. 1952	Jan. 1952	Feb. 1951	Jan. 1952 to Feb. 1952	Feb. 1951 to Feb. 1952
<b>Birmingham</b>						<b>Indianapolis</b>					
Food.....	232.6	237.0	231.3 <sub>r</sub>	-1.9	+0.6	Food.....	245.1	247.7 <sub>r</sub>	242.9	-1.0	+0.9
Housing <sup>1</sup> .....	163.8	153.8	149.6	0	+2.8	Housing <sup>2</sup> .....	123.1	123.1	121.0	0	+1.7
Clothing.....	152.9	154.2	156.5 <sub>r</sub>	-0.8	-2.3	Clothing.....	145.7	146.9	148.3 <sub>r</sub>	-0.8	-1.8
Fuel <sup>4</sup> .....	132.0	132.0	132.6	0	-0.5	Fuel <sup>4</sup> .....	159.2	159.0	157.8	+0.1	+0.9
Housefurnishings.....	172.2	172.5	175.3	-0.2	-1.8	Housefurnishings.....	161.7	160.6	163.6 <sub>r</sub>	+0.7	-4.1
Sundries.....	149.9	149.7 <sub>r</sub>	146.0	+0.1	+2.7	Sundries.....	172.2	173.6 <sub>r</sub>	168.7	-0.8	+2.1
Weighted total.....	175.0	176.4 <sub>r</sub>	173.3 <sub>r</sub>	-0.8	+1.0	Weighted total.....	180.7	181.9 <sub>r</sub>	179.4	-0.7	+0.7
<b>Boston</b>						<b>Los Angeles</b>					
Food.....	224.1	229.7 <sub>r</sub>	214.1	-2.4	+4.7	Food.....	231.8	244.4	222.6	-5.2	+4.1
Housing <sup>2</sup> .....	125.5	124.6	116.1	+0.7	+8.1	Housing <sup>2</sup> .....	141.4	141.4	117.4	0	+20.4
Clothing.....	138.4	138.6	145.3	-0.1	-4.7	Clothing.....	143.0	143.9	146.6	-0.6	-2.5
Fuel <sup>4</sup> .....	167.9	167.7	165.5	+0.1	+1.5	Fuel <sup>4</sup> .....	97.7	97.7	97.7	0	0
Housefurnishings.....	163.0	163.1	163.1	-0.1	-3.0	Housefurnishings.....	164.8	164.9	172.0 <sub>r</sub>	-0.4	-4.5
Sundries.....	165.3	164.5	163.5	+0.5	+1.1	Sundries.....	163.4	163.5	156.1 <sub>r</sub>	-0.1	+4.7
Weighted total.....	175.9	177.5	170.6	-0.9	+3.1	Weighted total.....	174.9	178.8	166.4 <sub>r</sub>	-2.2	+5.1
<b>Chicago</b>						<b>New Orleans</b>					
Food.....	245.1	250.6	241.4 <sub>r</sub>	-2.2	+1.5	Food.....	244.8	250.6	239.7 <sub>r</sub>	-2.3	+2.1
Housing <sup>1</sup> .....	132.5	132.5	124.3	0	+6.6	Housing <sup>2</sup> .....	130.8	130.8	121.6	0	+7.6
Clothing.....	148.7	150.2	152.0	-1.0	-2.2	Clothing.....	157.8	159.3	156.8	-0.9	+0.6
Fuel <sup>4</sup> .....	117.9	117.9	116.0	0	+1.6	Fuel <sup>4</sup> .....	92.5	92.5	91.3	0	+1.3
Housefurnishings.....	161.5	161.2	159.7	+0.2	+1.1	Housefurnishings.....	175.7	175.7	183.0	0	-4.0
Sundries.....	170.9	172.0 <sub>r</sub>	168.1	-0.6	+1.7	Sundries.....	148.0	147.9	146.4	+0.1	+1.1
Weighted total.....	181.4	183.6 <sub>r</sub>	177.8	-1.2	+2.0	Weighted total.....	180.9	183.3	177.3	-1.3	+2.0
<b>Denver</b>						<b>New York</b>					
Food.....	235.1	240.0	232.3 <sub>r</sub>	-2.0	+1.2	Food.....	221.9	228.4	221.3	-2.8	+0.3
Housing <sup>3</sup> .....	128.2	128.2	128.8	0	-0.5	Housing <sup>2</sup> .....	106.1	105.8	105.2	+0.3	+0.9
Clothing.....	166.8	167.5	166.8	-0.4	0	Clothing.....	154.3	154.5 <sub>r</sub>	153.6	-0.1	+0.5
Fuel <sup>4</sup> .....	103.5	103.2	103.1	-4.3	-4.3	Fuel <sup>4</sup> .....	134.1	134.2	133.4	-0.1	+0.5
Housefurnishings.....	165.5	165.8	166.7	-0.2	-0.7	Housefurnishings.....	168.6	167.5 <sub>r</sub>	172.5	+0.7	-2.3
Sundries.....	155.7	155.7 <sub>r</sub>	152.8	0	+1.9	Sundries.....	173.5	173.9 <sub>r</sub>	166.9	-0.2	+4.0
Weighted total.....	173.6	175.5 <sub>r</sub>	172.8	-1.1	+0.8	Weighted total.....	172.5	174.8	170.4	-1.3	+1.2
<b>Detroit</b>						<b>Philadelphia</b>					
Food.....	242.6	250.1 <sub>r</sub>	245.3 <sub>r</sub>	-3.0	-1.1	Food.....	220.1	226.5	215.9	-2.8	+1.9
Housing <sup>2</sup> .....	130.5	130.2 <sub>r</sub>	117.4	+5.2	+11.2	Housing <sup>3</sup> .....	117.3	117.3	111.0	0	+5.7
Clothing.....	151.3	154.5	151.3	-2.1	0	Clothing.....	143.4	143.9 <sub>r</sub>	147.3 <sub>r</sub>	-0.3	-2.6
Fuel <sup>4</sup> .....	159.8	159.8	156.9	0	+1.8	Fuel <sup>4</sup> .....	159.1	158.9	157.6	+0.1	+1.0
Housefurnishings.....	169.9	171.2	172.5 <sub>r</sub>	-0.8	-1.5	Housefurnishings.....	185.6	186.1 <sub>r</sub>	180.6	-0.3	+2.8
Sundries.....	175.2	177.8	174.0	-1.5	+0.7	Sundries.....	161.0	164.9 <sub>r</sub>	164.1 <sub>r</sub>	-2.4	-1.9
Weighted total.....	182.5	185.8 <sub>r</sub>	180.3	-1.8	+1.2	Weighted total.....	174.1	177.5 <sub>r</sub>	172.5 <sub>r</sub>	-1.9	+0.9

SOURCE: The Conference Board

<sup>1</sup> Rents surveyed January, April, July, October.

<sup>2</sup> Rents surveyed February, May, August, November.

<sup>3</sup> Rents surveyed March, June, September, December.

<sup>4</sup> Includes electricity and gas.

<sup>r</sup> Revised.

# Consumers' Price Indexes for Cities Surveyed Quarterly

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

	Index Numbers Jan., 1939=100			Percentage Changes			Index Numbers Jan., 1939=100			Percentage Changes	
	Jan. 1952	Oct. 1951	Jan. 1951	Oct. 1951 to Jan. 1952	Jan. 1951 to Jan. 1952		Jan. 1952	Oct. 1951	Jan. 1951	Oct. 1951 to Jan. 1952	Jan. 1951 to Jan. 1952
<b>Baltimore</b>											
Food.....	240.4	234.7r	224.1	+2.4	+7.3	Food.....	253.8	250.9r	239.6	+1.2	+5.9
Housing.....	116.8	115.7	112.3	+1.0	+4.0	Housing.....	113.0	109.8	109.1	+2.9	+3.6
Clothing.....	156.7	156.8	158.7	-0.1	-1.3	Clothing.....	158.0	159.5r	157.1	-0.9	+0.6
Fuel <sup>1</sup> .....	155.7	155.6	149.1	+0.1	+4.4	Fuel <sup>1</sup> .....	141.9	140.2r	141.2	+1.2	+0.5
Housefurnishings.....	196.7	200.9	201.0	-2.1	-2.1	Housefurnishings.....	181.7	182.5r	185.4	-0.4	-2.0
Sundries.....	161.5	160.3	159.0	+0.7	+1.6	Sundries.....	173.9	168.9	167.1	+3.0	+4.1
Weighted total.....	181.6	179.3r	174.5	+1.3	+4.1	Weighted total.....	183.1	180.2r	176.3	+1.6	+3.9
<b>Bridgeport</b>											
Food.....	232.3	227.3	216.7	+2.2	+7.2	Food.....	236.2	227.3r	223.0	+3.9	+5.9
Housing.....	116.2	114.8	111.6	+1.2	+4.1	Housing.....	109.8	108.5	106.4	+1.2	+3.2
Clothing.....	148.1	147.8	143.7	+0.2	+3.1	Clothing.....	145.5	148.0	143.4	-1.7	+1.5
Fuel <sup>1</sup> .....	159.7	159.8	156.6	-0.1	+2.0	Fuel <sup>1</sup> .....	123.5	123.3	120.3	+0.2	+2.7
Housefurnishings.....	164.9	163.8	166.2	+0.7	-0.8	Housefurnishings.....	202.0	205.6	206.6	-1.8	-2.2
Sundries.....	180.4	179.2r	175.3	+0.7	+2.9	Sundries.....	150.4	147.3r	149.5	+2.1	+0.6
Weighted total.....	179.5	177.2r	171.5	+1.3	+4.7	Weighted total.....	173.9	169.9r	168.1	+2.4	+3.5
<b>Dayton</b>											
Food.....	234.6	231.9	220.6	+1.2	+6.3	Food.....	263.5	258.3r	247.4	+2.0	+6.5
Housing.....	130.9	129.7r	123.2	+0.9	+6.3	Housing.....	132.2	131.8r	129.8	+0.3	+1.8
Clothing.....	143.1	146.8	145.4	-2.5	-1.6	Clothing.....	164.8	158.9	154.6	-2.6	+0.1
Fuel <sup>1</sup> .....	144.7	144.0	143.8	+0.5	+0.6	Fuel <sup>1</sup> .....	133.9	133.3	135.7	+0.5	-1.3
Housefurnishings.....	172.7	183.3	173.8	-5.8	-0.6	Housefurnishings.....	188.5	191.5r	192.6	-1.6	-2.1
Sundries.....	170.2	166.5r	160.3	+2.2	+6.2	Sundries.....	160.0	159.1	159.1	+0.6	+0.6
Weighted total.....	178.0	177.1r	170.0	+0.5	+4.7	Weighted total.....	183.5	182.2r	178.5	+0.7	+2.8
<b>Erie</b>											
Food.....	260.7	258.5r	246.1	+0.9	+5.9	Food.....	240.6	237.0r	228.1	+1.5	+5.5
Housing.....	134.1	134.1r	129.3	0	+3.7	Housing.....	157.0	157.9	157.5	-0.6	-0.3
Clothing.....	180.2	180.0	175.7	+0.1	+2.6	Clothing.....	166.6	176.0	176.7	-5.3	-5.7
Fuel <sup>1</sup> .....	170.2	169.0	161.8	+0.7	+5.2	Fuel <sup>1</sup> .....	148.6	146.2	146.8	+1.6	+1.2
Housefurnishings.....	172.0	172.7r	175.9	-0.4	-2.2	Housefurnishings.....	177.7	176.9r	177.7	+0.5	0
Sundries.....	170.7	163.2	167.9	+4.6	+1.7	Sundries.....	157.3	154.8	156.3	+1.6	+0.6
Weighted total.....	193.7	190.8r	186.4	+1.5	+3.9	Weighted total.....	183.1	182.2r	180.1	+0.5	+1.7
<b>Grand Rapids</b>											
Food.....	243.9	236.5r	227.2	+3.1	+7.4	Food.....	234.3	226.4	228.9	+3.5	+2.4
Housing.....	173.8	173.8	144.7	0	+20.1	Housing.....	200.0	198.8	153.7	+0.6	+30.1
Clothing.....	141.5	148.4r	150.1	-4.6	-5.7	Clothing.....	173.6	176.4r	173.5	-1.6	+0.1
Fuel <sup>1</sup> .....	157.6	154.8	157.8	+1.8	-0.1	Fuel <sup>1</sup> .....	84.8	80.7	76.2	+5.1	+11.3
Housefurnishings.....	179.3	183.8r	184.9	-2.4	-3.0	Housefurnishings.....	173.3	174.8	182.2	-0.9	-4.9
Sundries.....	172.3	171.3r	163.7	+0.6	+5.3	Sundries.....	162.2	160.9r	155.9	+0.8	+4.0
Weighted total.....	189.4	187.6r	178.1	+1.0	+6.3	Weighted total.....	188.4	185.6r	176.6	+1.5	+6.7
<b>Green Bay</b>											
Food.....	254.7	246.6	224.8	+3.3	+13.3	Food.....	240.8	229.6	224.1	+4.9	+7.5
Housing.....	139.7	139.7	132.1	0	+5.8	Housing.....	135.2	135.5	128.1	-0.2	+5.5
Clothing.....	168.4	171.9	166.3	-2.0	+1.3	Clothing.....	145.3	147.4	146.2	-1.4	-0.6
Fuel <sup>1</sup> .....	141.6	139.9	139.8	+1.2	+1.3	Fuel <sup>1</sup> .....	141.0	140.7	139.5r	+0.2	+1.1
Housefurnishings.....	152.7	154.2	156.2	-1.0	-2.2	Housefurnishings.....	178.5	178.7	183.2	-0.1	-2.6
Sundries.....	163.7	159.3r	159.5	+2.8	+2.6	Sundries.....	159.4	158.7r	154.6	+0.4	+3.1
Weighted total.....	184.2	180.9	173.0	+1.8	+6.5	Weighted total.....	179.5	176.0r	171.8	+2.0	+4.5
<b>Houston</b>											
Food.....	239.0	236.7	234.0r	+1.0	+2.1	Food.....	243.3	238.6	224.1	+2.0	+8.6
Housing.....	137.7	137.9r	138.4	-0.1	-0.5	Housing.....	124.8	124.8	124.5	0	+0.2
Clothing.....	156.0	156.4	153.8	-0.3	+1.4	Clothing.....	161.1	165.3	163.0	-2.5	-1.2
Fuel <sup>1</sup> .....	81.8	81.8	81.8	0	0	Fuel <sup>1</sup> .....	164.1	164.1	155.8	0	+5.3
Housefurnishings.....	147.0	147.7r	149.0	-0.5	-1.3	Housefurnishings.....	177.4	177.5r	170.8	-0.1	+3.9
Sundries.....	163.0	162.0	159.7	+0.6	+2.1	Sundries.....	151.1	149.9	150.5	+0.8	+0.4
Weighted total.....	173.7	172.9	171.3r	+0.5	+1.4	Weighted total.....	175.8	174.6	169.3	+0.7	+3.8
<b>Memphis</b>											
Food.....	254.8	251.0r	241.8	+1.5	+5.4						
Housing.....	114.2	114.2r	114.5	0	-0.3						
Clothing.....	153.8	157.9r	155.8	-2.6	-1.3						
Fuel <sup>1</sup> .....	121.6	121.4	120.8	+0.2	+0.7						
Housefurnishings.....	162.5	164.0	162.2	-0.9	+0.2						
Sundries.....	144.6	144.0r	140.6	+0.4	+2.8						
Weighted total.....	170.6	169.9r	165.9	+0.4	+2.8						
<b>Minneapolis-St. Paul</b>											
Food.....	253.8	250.9r	239.6	+1.2	+5.9						
Housing.....	113.0	109.8	109.1	+2.9	+3.6						
Clothing.....	158.0	159.5r	157.1	-0.9	+0.6						
Fuel <sup>1</sup> .....	141.9	140.2r	141.2	+1.2	+0.5						
Housefurnishings.....	181.7	182.5r	185.4	-0.4	-2.0						
Sundries.....	173.9	168.9	167.1	+3.0	+4.1						
Weighted total.....	183.1	180.2r	176.3	+1.6	+3.9						
<b>Newark</b>											
Food.....	236.2	227.3r	223.0	+3.9	+5.9						
Housing.....	109.8	108.5	106.4	+1.2	+3.2						
Clothing.....	145.5	148.0	143.4	-1.7	+1.5						
Fuel <sup>1</sup> .....	123.5	123.3	120.3	+0.2	+2.7						
Housefurnishings.....	202.0	205.6	206.6	-1.8	-2.2						
Sundries.....	150.4	147.3r	149.5	+2.1	+0.6						
Weighted total.....	173.9	169.9r	168.1	+2.4	+3.5						
<b>Omaha</b>											
Food.....	263.5	258.3r	247.4	+2.0	+6.5						
Housing.....	132.2	131.8r	129.8	+0.3	+1.8						
Clothing.....	164.8	158.9	154.6	-2.6	+0.1						
Fuel <sup>1</sup> .....	133.9	133.3	135.7	+0.5	-1.3						
Housefurnishings.....	188.5	191.5r	192.6	-1.6	-2.1						
Sundries.....	160.0	159.1	159.1	+0.6	+0.6						
Weighted total.....	183.5	182.2r	178.5	+0.7	+2.8						
<b>Roanoke</b>											
Food.....	240.6	237.0r	228.1	+1.5	+5.5						
Housing.....	157.0	157.9	157.5	-0.6	-0.3						
Clothing.....	166.6	176.0	176.7	-5.3	-5.7						
Fuel <sup>1</sup> .....	148.6	146.2	146.8	+1.6	+1.2						
Housefurnishings.....	177.7	176.9r	177.7	+0.5	0						
Sundries.....	157.3	154.8	156.3	+1.6	+0.6						
Weighted total.....	183.1	182.2r	180.1	+0.5	+1.7						
<b>Sacramento</b>											
Food.....	234.3	226.4	228.9	+3.5	+2.4						
Housing.....	200.0	198.8	153.7	+0.6	+30.1						
Clothing.....	173.6	176.4r	173.5	-1.6	+0.1						
Fuel <sup>1</sup> .....	84.8	80.7	76.2	+5.1	+11.3						
Housefurnishings.....	173.3	174.8	182.2	-0.9	-4.9						
Sundries.....	162.2	160.9r	155.9	+0.8	+4.0						
Weighted total.....	188.4	185.6r	176.6	+1.5	+6.7						
<b>Seattle</b>											
Food.....	240.8	229.6	224.1	+4.9	+7.5						
Housing.....	135.2	135.5	128.1	-0.2	+5.5						
Clothing.....	145.3	147.4	146.2	-1.4	-0.6						
Fuel <sup>1</sup> .....	141.0	140.7	139.5r	+0.2	+1.1						
Housefurnishings.....	178.5	178.7	183.2	-0.1	-2.6						
Sundries.....	159.4	158.7r	154.6	+0.4	+3.1						
Weighted total.....	179.5	176.0r	171.8	+2.0	+4.5						
<b>Syracuse</b>											
Food.....	243.3	238.6	224.1	+2.0	+8.6						
Housing.....	124.8	124.8	124.5	0	+0.2						
Clothing.....	161.1	165.3	163.0	-2.5	-1.2						
Fuel <sup>1</sup> .....	164.1	164.1	155.8	0	+5.3						
Housefurnishings.....	177.4	177.5r	170.8	-0.1	+3.9						
Sundries.....	151.1	149.9	150.5	+0.8	+0.4						
Weighted total.....	175.8	174.6	169.3	+0.7	+3.8						

SOURCE: The Conference Board

<sup>1</sup> Includes electricity and gas.

r Revised.

## Consumers' Price Indexes for Cities Surveyed Quarterly

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939=100			Percentage Changes		City	Index Numbers Jan., 1939=100			Percentage Changes	
	Feb. 1952	Nov. 1951	Feb. 1951	Nov. 1951 to Feb. 1952	Feb. 1951 to Feb. 1952		Feb. 1952	Nov. 1951	Feb. 1951	Nov. 1951 to Feb. 1952	Feb. 1951 to Feb. 1952
<b>Akron</b>						<b>New Haven</b>					
Food.....	240.3	242.8 <sub>r</sub>	238.1	-1.0	+0.9	Food.....	220.2	221.5	218.2	-0.6	+0.9
Housing.....	132.2	130.5	125.9	+1.3	+5.0	Housing.....	123.1	123.1	108.4	0	+13.6
Clothing.....	153.9	155.7	156.2	-1.2	-1.5	Clothing.....	167.8	169.3	168.4	-0.9	-0.4
Fuel <sup>1</sup> .....	159.0	158.4	160.1	+0.4	-0.7	Fuel <sup>1</sup> .....	154.3	154.3 <sub>r</sub>	153.6	0	+0.5
Housefurnishings.....	143.3	148.8	151.6	-0.3	-2.2	Housefurnishings.....	166.2	167.6	163.1	-0.8	-1.1
Sundries.....	159.8	159.2	157.0	+0.4	+1.8	Sundries.....	139.3	139.4	137.3	-0.1	+1.5
Weighted total.....	177.6	178.0	175.6	-0.2	+1.1	Weighted total.....	167.4	168.1	163.6	-0.4	+2.3
<b>Chattanooga</b>						<b>Pittsburgh</b>					
Food.....	235.8	238.1	233.1	-1.0	+1.2	Food.....	235.4	237.1 <sub>r</sub>	227.0	-0.7	+3.7
Housing.....	143.0	142.5 <sub>r</sub>	140.4	+0.4	+1.9	Housing.....	140.0	140.0 <sub>r</sub>	122.8	0	+14.0
Clothing.....	138.6	140.9 <sub>r</sub>	141.0	-1.6	-1.7	Clothing.....	151.0	153.3	153.5	-1.5	-1.6
Fuel <sup>1</sup> .....	133.6	133.9	134.3	-0.2	-0.5	Fuel <sup>1</sup> .....	145.0	145.0 <sub>r</sub>	146.1	0	-0.8
Housefurnishings.....	124.3	127.6	133.9	-2.6	-7.2	Housefurnishings.....	153.1	156.5	157.8	-2.2	-3.0
Sundries.....	150.9	150.3	148.8	+0.4	+1.4	Sundries.....	175.7	176.6 <sub>r</sub>	162.1	-0.5	+8.4
Weighted total.....	171.5	172.3 <sub>r</sub>	170.3	-0.5	+0.7	Weighted total.....	182.7	183.9 <sub>r</sub>	173.6	-0.7	+5.2
<b>Cincinnati</b>						<b>Richmond</b>					
Food.....	233.6	237.2	232.3	-1.5	+0.6	Food.....	259.6	260.8 <sub>r</sub>	260.8	-0.5	-0.5
Housing.....	130.9	130.7 <sub>r</sub>	122.0	+0.2	+7.3	Housing.....	128.3	128.1	125.1	+0.2	+2.6
Clothing.....	162.4	163.4	164.7	-0.6	-1.4	Clothing.....	156.4	160.7	163.6	-2.7	-4.4
Fuel <sup>1</sup> .....	151.0	151.0	150.7	0	+0.2	Fuel <sup>1</sup> .....	138.2	138.2	137.3	0	+0.7
Housefurnishings.....	162.4	162.7	167.6	-0.2	-3.1	Housefurnishings.....	174.6	175.3	176.1	-0.4	-0.9
Sundries.....	165.7	164.6	164.1	+0.7	+1.0	Sundries.....	144.5	144.3	142.2	+0.1	+1.6
Weighted total.....	180.5	181.4	178.7	-0.5	+1.0	Weighted total.....	177.3	178.1 <sub>r</sub>	177.2	-0.4	+0.1
<b>Dallas</b>						<b>Rochester</b>					
Food.....	236.9	241.4	239.6	-1.9	-1.1	Food.....	242.1	245.8 <sub>r</sub>	236.4	-1.5	+2.4
Housing.....	171.1	171.1	170.9	0	+0.1	Housing.....	130.2	130.1 <sub>r</sub>	125.1	+0.1	+4.1
Clothing.....	154.5	156.1	153.9	-1.0	+0.4	Clothing.....	155.8	157.5	153.9	-1.1	+1.2
Fuel <sup>1</sup> .....	93.0	93.0	93.0	0	0	Fuel <sup>1</sup> .....	177.9	178.1	174.4	-0.1	+2.0
Housefurnishings.....	156.8	158.3	160.1	-0.9	-2.1	Housefurnishings.....	196.9	197.1	195.5	-0.1	+0.7
Sundries.....	166.9	167.2 <sub>r</sub>	162.6	-0.2	+2.6	Sundries.....	174.9	174.8 <sub>r</sub>	170.3	+0.1	+2.7
Weighted total.....	180.0	181.6 <sub>r</sub>	179.4	-0.9	+0.3	Weighted total.....	184.2	185.4 <sub>r</sub>	179.7	-0.6	+2.5
<b>Duluth</b>						<b>St. Louis</b>					
Food.....	238.0	238.5	236.0	-0.2	+0.8	Food.....	234.6	239.9	232.3	-2.2	+1.0
Housing.....	131.7	131.7	131.7	0	0	Housing.....	129.4	129.4	117.3	0	+10.3
Clothing.....	162.4	164.3	163.3	-1.2	-0.6	Clothing.....	145.7	148.0	149.0	-1.6	-2.2
Fuel <sup>1</sup> .....	153.2	152.6 <sub>r</sub>	150.7	+0.4	+1.7	Fuel <sup>1</sup> .....	151.8	151.5	149.8	+0.2	+1.3
Housefurnishings.....	185.0	190.3	194.7	-2.8	-5.0	Housefurnishings.....	166.4	168.3	168.4	-1.4	-1.2
Sundries.....	162.4	162.4 <sub>r</sub>	160.1	0	+1.4	Sundries.....	162.0	162.1 <sub>r</sub>	153.0 <sub>r</sub>	-0.1	+5.9
Weighted total.....	182.6	183.2 <sub>r</sub>	181.6	-0.3	+0.6	Weighted total.....	178.6	180.6 <sub>r</sub>	173.5 <sub>r</sub>	-1.1	+2.9
<b>Fall River</b>						<b>San Francisco-Oakland</b>					
Food.....	219.2	222.0 <sub>r</sub>	220.2	-1.3	-0.5	Food.....	248.5	251.6	238.9	-1.2	+4.0
Housing.....	129.8	129.8	114.0	0	+13.9	Housing.....	116.2	116.2	116.1 <sub>r</sub>	0	+0.1
Clothing.....	168.6	172.6	170.3	-2.3	-1.0	Clothing.....	161.0	163.2	161.5	-1.3	-0.3
Fuel <sup>1</sup> .....	153.3	153.3	152.2	0	+0.7	Fuel <sup>1</sup> .....	104.1	104.0	97.3	+0.1	+7.0
Housefurnishings.....	145.2	144.8	151.8	+0.3	-4.3	Housefurnishings.....	166.1	168.2 <sub>r</sub>	163.9	-1.2	-1.7
Sundries.....	165.4	165.5	159.8	-0.1	+3.5	Sundries.....	165.3	165.4	162.3	-0.1	+1.8
Weighted total.....	176.1	177.5	172.5	-0.8	+2.1	Weighted total.....	180.9	182.2	176.8 <sub>r</sub>	-0.7	+2.3
<b>Muskegon</b>						<b>Wilmington</b>					
Food.....	279.4	286.8	276.8	-2.6	+0.9	Food.....	207.9	212.3 <sub>r</sub>	207.5	-2.1	+0.2
Housing.....	129.3	129.3 <sub>r</sub>	115.4	0	+12.0	Housing.....	130.4	130.4	125.8	0	+3.7
Clothing.....	152.1	156.5	152.5	-2.8	-0.3	Clothing.....	153.7	157.3	161.4	-2.3	-4.8
Fuel <sup>1</sup> .....	167.2	167.2	166.4 <sub>r</sub>	0	+0.5	Fuel <sup>1</sup> .....	130.9	130.9	137.0	0	-4.5
Housefurnishings.....	130.2	131.3	132.9	-0.8	-2.0	Housefurnishings.....	181.7	182.5	187.9	-0.4	-3.3
Sundries.....	172.3	167.5 <sub>r</sub>	160.5	+2.9	+7.4	Sundries.....	154.0	153.1 <sub>r</sub>	150.6	+0.6	+2.3
Weighted total.....	189.5	190.7 <sub>r</sub>	183.1	-0.6	+3.5	Weighted total.....	169.0	170.8 <sub>r</sub>	169.0	-1.1	0

SOURCE: THE CONFERENCE BOARD

<sup>1</sup> Includes electricity and gas.  
<sub>r</sub> Revised.

replies are compiled along with reports from other similar sources. The Census Bureau's information on labor force and employment is based on personal interviews with individual members of a sample of households. These are set up to provide information on the status of the population, classified into broad social and economic groups. Some outstanding differences result from differing definitions. For example, the Census Bureau includes in its nonagricultural employment private household workers, unpaid family workers and self-employed persons, and may include persons less than fourteen years of age. Also, this agency considers that a person with a job but not at work is employed, while only part of this group is likely to be considered in the employment figures of the Bureau of Labor Statistics. Persons employed at more than one job are counted by the Census Bureau only once, while they may be counted twice by the Bureau of Labor Statistics where data are based on payroll records submitted by employers. For a fuller description of these differences, the Bureau of Labor Statistics and the Census Bureau can provide brochures covering precisely their methodologies.

### WAGE SETTLEMENTS UP

One hundred and forty-eight wage settlements reported in the press have been confirmed by THE CONFERENCE BOARD this month. These cover over 170,000 employees in 113 companies. This number was about half again as many as were confirmed last month.

Almost three out of five of the adjustments are de-

pendent upon WSB approval. Of the total, one fifth was reported to be cost of living adjustments, and fringe benefits were included in about one third of the settlements noted. Increases for wage earners ranged from 2 cents an hour to 33 cents, with a clustering around 6.6 cents. One settlement involving a southern textile mill was noted where there were no changes in wages or benefits. Thirty-three adjustments affecting salaried employees are included in the table starting on page 160.

Some of the more significant adjustments were:

**Armour & Company** in Chicago granted a 6 cents an hour increase to 5,000 AFL Meat Cutters and to 28,790 CIO Packinghouse Workers, plus additional amounts to female employees. Twelve thousand non-unionized salaried employees received a \$2.40 per week increase. All were effective 12-17-51.

**Glenn L. Martin** granted and received WSB approval for a 12 cents an hour increase for 19,000 employees, effective 11-19-51. The contract has no reopenings and extends to 12-31-54. Its escalator clause grants 1 cent an hour for every 1.14 point rise in the CPI, with 186.6 as base. In addition, 2,000 unaffiliated salaried employees received a 7.5% increase, effective 12-1-51.

**Consolidated Edison of New York** granted an 11 cents an hour increase, effective 1-6-52, to 25,250 non-management employees. The company pension plan was improved and an increase of 10% in gross annuities granted. WSB approval is required.

PAUL W. DICKSON  
Statistical Division

## Consumers' Price Index for Fifty-four Cities, and Purchasing Value of the Dollar

Index Numbers, January, 1939=100

Date	Weighted Average of All Items	Food	Housing <sup>1</sup>	Clothing			Fuel <sup>2</sup>			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1950 Annual average.....	163.4	208.8	115.6	144.7	158.4	138.2	130.5	90.4	101.8	153.0	157.6	61.2
1951 January.....	172.2	225.9	117.1	152.7	169.1	138.9	132.6	90.4	101.1	169.5	162.0	58.1
February.....	174.7	231.3	118.1	154.5	171.2	140.3	134.7	90.9	101.0	172.2	162.5	57.2
March.....	174.1	229.0	118.3	154.8	171.6	140.5	134.7	90.9	101.0	172.8	162.7	57.4
April.....	174.5 <sup>r</sup>	228.7 <sup>a</sup>	119.8	155.1	171.9	140.9	134.7	90.9	101.0	173.1	163.3 <sup>r</sup>	57.3
May.....	175.2 <sup>r</sup>	230.9	120.0	155.0	172.1	140.6	132.8	91.0	101.3	172.7	163.5 <sup>r</sup>	57.1
June.....	175.2	231.1 <sup>b</sup>	119.9	154.9	172.3	139.8	133.5	90.8	101.4	173.2	163.3	57.1
July.....	176.2	232.9 <sup>c</sup>	121.3	154.8	172.7	139.7	133.8	90.8	101.5	173.4	163.7 <sup>r</sup>	56.8
August.....	176.3 <sup>r</sup>	232.7	122.0	155.1	173.5	139.5	134.2	90.9	101.4	172.2	163.7 <sup>r</sup>	56.7 <sup>r</sup>
September.....	176.7	233.5 <sup>d</sup>	122.3	156.6	174.9	141.0	134.7	90.9	101.4	170.9	163.8 <sup>r</sup>	56.6
October.....	177.2	235.0	122.7	156.3	175.0	140.6	135.0	90.9	101.4	169.8 <sup>r</sup>	163.6 <sup>r</sup>	56.4
November.....	179.3	239.8 <sup>e</sup>	123.7 <sup>r</sup>	155.1	173.2	139.8	135.4	90.9	101.6	170.3	165.1 <sup>r</sup>	55.8
December.....	179.8	239.5 <sup>f</sup>	123.9	154.6	172.7	139.2	135.7	90.9	101.6	170.5	167.1 <sup>r</sup>	55.6
Annual average.....	176.0 <sup>r</sup>	232.5	120.8	155.0	172.6	140.1	134.3	90.9	101.3	171.7	163.7 <sup>r</sup>	56.8 <sup>r</sup>
1952 January.....	179.8	240.2	124.3	153.7	171.2	138.9	135.9	91.1	101.7	168.9	166.7	55.6
Percentage Changes												
Dec., 1951 to Jan., 1952....	0	+0.3	+0.3	-0.6	-0.9	-0.2	+0.1	+0.2	+0.1	-0.9	-0.2	0
Jan., 1951 to Jan., 1952....	+4.4	+6.3	+6.1	+0.7	+1.2	0	+2.5	+0.8	+0.6	-0.4	+2.9	-4.3

<sup>1</sup> Rents surveyed quarterly for individual cities.  
<sup>2</sup> Includes electricity and gas.

<sup>a</sup> Based on food prices for April 16, 1951.  
<sup>b</sup> Based on food prices for June 14, 1951.  
<sup>c</sup> Based on food prices for July 16, 1951.

<sup>d</sup> Based on food prices for Sept. 17, 1951.  
<sup>e</sup> Based on food prices for Nov. 14, 1951.  
Based on food prices for Dec. 12, 1951.

<sup>r</sup> Revised.

## Oral Communication

(Continued from page 129)

ing?" meetings with all company employees. There are twenty-two such meetings in all, each of two hours' duration. Approximately half the time is devoted to talks by the officers. The remaining time is reserved for open discussion.

The officers of the company believe it is important for them to see their employees and be seen by them from time to time. In a smaller company or in a company under one roof, there may be opportunities for rather frequent meetings between management and nonsupervisory personnel, but VEPCO has found that such meetings rarely occur, especially in the districts, unless they are planned.

"There are some things the employees want to get straight from the horse's mouth," an officer of the company pointed out. "These things come with more force if they are stated by one of us from headquarters staff. The special meetings give us an opportunity to keep in touch with the employees and to tell them what's going on throughout the organization. They do not take the place at all of the small group meetings with the supervisors. Those are the more important meetings. Ours just supplement them and are so regarded by everyone."

### FACTS ABOUT THE MEETINGS

Meetings are held bimonthly on company time. At the beginning, attendance was compulsory. The company wished each employee to learn what the information program was all about. After the first year, however, attendance of nonsupervisory employees was made voluntary. Approximately 80% of the employees have continued to come. VEPCO prefers this attendance on a voluntary basis to a somewhat higher compulsory attendance because the company does not believe that the cooperation and understanding of nonsupervisory employees can be gained by forcing them to attend the meetings.

Instead of having each supervisor meet with his own work unit, the company preferred the composition of the discussion groups to be mixed (by sex, color and department). The theory of the company, which it says has been borne out in practice, is that a heterogeneous grouping makes for a wider range of experience and opinion. This, in turn, means a more stimulating discussion period, which is regarded as the heart of the entire program.

Materials to be presented to the meetings are prepared in advance. An explanation of the information program, which was distributed to the group leaders prior to the first meeting, is given on page 149.

Some VEPCO supervisors have proven better con-

ference leaders than others. This was expected. But VEPCO reports that the information program has had an unforeseen value in terms of supervisory training. In preparing for their group meetings and in directing these meetings, the supervisors themselves have profited tremendously from the program. This result has been especially gratifying to the company's management.

Ninety-eight per cent of the nonsupervisory employees are organized in three unions. The unions take no official recognition of the information program since collective bargaining matters are not discussed. Unofficially, though, union leaders seem to favor what the company is doing. They cooperate in making the program successful.

### SURVEY FINDINGS

At the end of the first year of the meetings, an independent survey organization was commissioned to measure the reaction of both the employees and the supervisors to the information program. Answers to some fifty questions were obtained on an anonymous basis from 98% of the supervisors and from 84% of the employees. The replies to four of the questions, which were asked both groups, are of special interest.

Questions	Replies by Employees	Replies by Supervisors
Have these meetings been interesting?		
Nearly all have been	37%	49%
Some have; some have not	48	42
Most have not been	13	8
No answer	2	1
Do you think a company ought to try to furnish to its employees information about its affairs and problems?		
It should	82%	87%
It makes no difference	4	10
It's an imposition	11	2
No answer	3	1
Do employees who know more about the company's affairs and problems find their work more interesting?		
Yes	87%	91%
No	8	8
No answer	5	1
Is the program worth continuing?		
Yes	62%	64%
Yes, if improved	24	22
No	9	12
No answer	5	2

In some respects, the employees were critical of parts of the information program and of the way the meetings were conducted. They made hundreds of suggestions to improve the program and many of these have since been adopted.

But, in general, it seemed to the survey organization and to management that the employees and supervisors approved the information program and wished it

## VIRGINIA ELECTRIC AND POWER COMPANY EXPLANATION OF EMPLOYEE INFORMATION PLAN

Nonsupervisory  
Group Meeting No. 1  
October, 1949

All public utility employees, both management and nonsupervisory, are entrusted with a public obligation to render the best possible service at the lowest rates consistent with sound business practice. Such operations will produce the maximum over-all benefits. It is management's duty to make sure that these benefits are (1) secured and (2) distributed equitably among the public, employees and the investors.

The maximum benefits from the operation of this company cannot be secured without the intelligent cooperation and assistance of all employees. To obtain such cooperation and assistance, all employees must be generally familiar with the affairs, policies and problems of the company.

Accordingly, some years ago a plan was adopted to carry such information to all employees. Considerable preparation of executives and supervisors was plainly necessary before they could be qualified to carry this information on to other employees. The plan, therefore, was started by inaugurating regular meetings of the executive staff to familiarize them with the company's affairs. About two years ago the plan was extended to include all supervisors of the company. Now in accord with the management's original plan, the program is being extended to include all employees.

The plan in brief provides for regular meetings of employees, at which company matters will be discussed, and ideas and suggestions respecting the company's operations gathered from all to help secure the maximum benefits from the operation of this company for distribution among the three interested groups.

The plan is intended—

- (a) 1. To acquaint *all employees* with the principal facts respecting the company and its operations.
2. To explain the type and nature of the organization which operates the company.
3. To inform employees of the policies, affairs and problems of the company in order that all may have a better general understanding with respect to these matters.
4. To improve the mutual understanding and relationships among officers, executives, supervisors and other employees.
- (b) Through questions, suggestions and frank discussion to bring to the knowledge of the executives and officers the ideas and opinions of all employees concerning the affairs of the company. It is of the utmost importance that information and ideas should flow freely in both directions between executives and other employees.
- (c) To secure the benefits which may be expected to result when all employees have come to understand the fact that "an employee well informed about his company's

business is a more efficient and contented employee."

### Method Proposed for Administering Plan

- (a) The dissemination of information and the gathering of opinions, ideas and suggestions are to be accomplished at regular bimonthly meetings of groups of twenty or less nonsupervisory employees, each such group meeting to be conducted by a supervisor.

It is very desirable to have mixed groups when practical; that is, employees with different occupations should be grouped together. Group meetings should be of no more than two hours' duration. At all group meetings, the conference leader will see that notes are kept of the general subjects discussed and other pertinent points such as suggestions, questions, etc.

- (b) All members of the conference groups are urged to ask any constructive questions which may occur to them. We will try to answer these questions fully and frankly. However, no leader should try to answer "on the spot" any question upon which he is not sufficiently informed to give an answer consistent with company policy or with the facts involved. No questions regarding wages, hours or working conditions will be answered in these nonsupervisory group meetings because more than 98% of the nonsupervisory employees of the company are working under the provisions of labor contracts and because with respect to such employees the company is required by federal and state laws to settle all matters relating to wages, hours and working conditions through collective bargaining with representatives selected by these employees. Such matters can, therefore, neither properly nor legally be discussed in these meetings. All other questions bearing on the operation, policies or affairs of the company are proper and are invited. All unanswered questions will be recorded and promptly sent to the district manager, in order that answers may be obtained and returned to the group leaders sending them in.

The success of this plan will depend largely on the interest generated and on the degree of cooperative understanding which can be brought about among all attending these conferences as well as on the amount of constructive discussion that can be produced.

The fact that it is as important to discover the ideas, suggestions and reactions of all employees as it is to disseminate information throughout the organization should never be overlooked.

continued. The company cites other evidence to support the survey results. The 80% voluntary attendance of nonsupervisory employees is regarded as a strong vote of approval. Many employees and supervisors have gone out of their way to express their interest in the program. Morale throughout the organization seems to be higher, as judged by supervisors and executives.

### ARE THE COSTS JUSTIFIED?

An information program of this type is not inexpensive. Any company would ask itself if the costs can be justified. VEPCO feels that, being a utility, it must take an especially critical view of all its expenditures. When the matter of expense was raised, a top executive of the company replied, "Our employee information program costs us \$100,000 per year, if not more. It means plenty of hard work for all of us. But when the values and benefits are balanced against all the costs, we feel we are making a sound investment in the future of our company and, in a small way perhaps, in the future of America as well."

STEPHEN HABBE

*Division of Personnel Administration*

## Communist Menace

*(Continued from page 132)*

be discharged, because every Communist, no matter where he is, in a key industry or otherwise, forms a cell around him. That cell is not only responsible to infiltrate in that shop; it is responsible to infiltrate other industries, which may be the key industries.

### SENATE INVESTIGATES COMMUNISM IN UNIONS

**CHAIRMAN RIESEL:** A Senate committee is now investigating Communists in unions. What are the factors that have demonstrated the need for such a Senate investigation? I wish Jack Barbash, the staff director of this investigation, would tell us about it.

**MR. BARBASH:** One thing clear to us is that the non-Communist affidavit has not dealt effectively with the problem of Communist unions. If it was the intention of the sponsors of the Taft-Hartley Act to eliminate Communist unions, it has not done that. The Communists have had no difficulty putting their hand wherever it is they put it when they swear that they are not members of the Communist party. If the affidavit has not worked, then we must face up squarely to the problem of what do we want to do about it.

In this investigation, we are asking people who have grappled with this problem—labor and management and whoever it is that constitutes the public:

"Is there a legislative approach to the problem of communism?"

If you say there is a legislative approach to the problem of Communist domination of unions, that involves a line of reasoning which says that the government may step in and say: "Even though a majority of the workers have elected a Communist-led union as their representative in collective bargaining, as a matter of public policy, we say you cannot, as a Communist-led union, represent these workers. We decertify you." That is, in effect, what the Atomic Energy Commission did.

Now, in theory, this makes some sense. In theory, we say that there are certain things which a majority of people can't do, even if a majority votes it. The National Labor Relations Board will say, "You cannot have a certified segregated unit, segregated in the sense of Negro and white. You can't have a unit which is company dominated. We have ruled that out in the law." It is theoretically possible to say that "You may not have a unit which is controlled by Communists," on the theory that the Communists constitute a sufficient and large enough menace that the public policy must override the majority rule.

I am raising this question, not answering it. We want to put this question up to people and say, "Now, what's your reaction?"

The first thing we have done in the investigation is to get out a letter posing this question to labor and management and government people, including government agencies concerned with the problem. The next step is to refine their answers and then say to the Senators, "Now, here is what these people are saying."

We have reprinted as Senate Document 89 the reports of the CIO trial committees expelling the Communists. In our judgment, this is a document of surpassing historical significance. The significant thing about this document is that here, laid out for all the world to see, are the standards which an alert, sophisticated, democratically oriented group uses to decide who are Communists and who aren't. If you will send a postcard addressed to the "Senate Labor Committee, Washington, D.C.," we'll send you a copy of this document.

**CHAIRMAN RIESEL:** For the practical matter of fighting Communists, you will find in this Senate document a great deal of the ammunition you need in fighting some of the Communist unions. This document is privileged, isn't it, Jack? It can be quoted as a senatorial report?

**MR. BARBASH:** That's what it is.

**CHAIRMAN RIESEL:** And therefore it is libel-proof. Now we move on to our next question—a crucial one in this matter. We know that there are very few workers who are Communists. Yet, why do Com-

munist-led unions continue to be so strong in some of our plants and offices? Whose responsibility is it?

**MR. GREATHOUSE:** On this question of why Communist-dominated unions continue to be strong in some plants when there are only a small number of Communists, you may have a case of a Communist-dominated international union but the domination as far as policy is concerned might not pertain to a particular local union. That was the case with some UE locals where local union people have done a comparatively good job for the membership they represent. They may not have tried to infiltrate the local union with communistic policies. Therefore, the people in those local unions are prone to go along with the union in the plant which has gotten them certain advantages over the period of years.

In other cases, I think that the companies themselves build up the Communist leadership by refusing to go along with demands which are being met in other companies. This sometimes allows the Communist leadership of the union to maintain turmoil, and by maintaining constant turmoil, keep personal loyalty to themselves.

People in the plant in talking about the Communists and the Communist-dominated unions usually think of some outside force or some outside organization. They do not think of the particular guys who are working with them, or the particular people who are leading their local union. That's one of the things you have to take into consideration when talking about the unions over which Communists maintain leadership.

**CHAIRMAN RIESEL:** Mr. Kelley, could you give us the specifics of how the Communists seize plants and operate generally in your industry?

**MR. KELLEY:** There are several things behind how a Communist-controlled union retains control of a plant, even after the establishment of another union in the industry that is free from communism.

My own local union at Lynn, Massachusetts, was the largest local in the old UE. We took it away from the Communists but not with ease. The best way to get Communists out of a union is to take over the local officers. But it requires a fight to do that. I was successful in my own local in getting all the officers on the side of being pro-CIO at that time. We fought to remain in the CIO, no matter what the UE did. It then became necessary to expel some people from our local union. Understand, we were still in the UE. Whom did we expel? We expelled the international president who was also a member of our local union.

Sometimes you can't tell what a person will do when he gets his ballot and is alone. He may say, "Yes, I know he's a Communist," or "I know he's under the control of Communists, but if I get in a fight with my boss, I think he'll do the job of representing me better

than somebody who claims to be anti-Communist." I know that happens.

In some local situations, there was not only great friendship between local officers and the Communist-dominated international officers but there were also conditions where men in power in the local union had slipped somewhere along the way, and the international had a very happy solution for getting them out of their difficulties. I guess you know what I mean. Once they get that fellow in their power, he is never going to move away from those who befriended him. I think it's a tough way to befriend a person, because actually it is buying him out.

All of that has happened in the vicious campaigns we went through. But it's my hope that these things can be overcome. We are succeeding in driving the Communists from our industry but not at the clip I'd like to see it accomplished.

**CHAIRMAN RIESEL:** To label somebody a Communist in some industries today is to win votes for his union in a Labor Board election. The reason for this is that industry does not establish credibility for itself in the working groups deep in the heart of the factory. For the most part, industry is colorless; for the most part it doesn't sell itself; for the most part, it goes along. You are willing to make your negotiations, get them over, and then get out to producing your stuff for profit. For the most part you are on the defensive. You don't reach your employees with credibility, because you don't dramatize yourselves and establish yourselves.

What happens is that the Communists come in with the weirdest demands. Slowly, they begin to win adherents. Your legitimate, trained union leader is then faced with this tremendous upheaval from below. And he can't join with you in resisting these weird demands because in your communications you don't establish credibility with your workers. So what do you get? You get the Ford situation—30,000 people signing cards, demanding thirty hours' work for forty hours' pay. This is fantastic; it can't be done, much as we'd like to see it in the future. And you find that Reuther, little by little, is being forced to consider doing something drastic to let the steam out of this situation, or 40,000 Ford workers are going to explode in the damndest strike you have ever seen.

#### QUESTIONS FROM FLOOR

**QUESTION:** Mr. Greathouse: I can't quite follow your thinking in that you cannot fire Communists. At the same time you say, "Don't go along with them."

**MR. GREATHOUSE:** Our position on that is simply this: First, we have been pretty successful in our campaign to expose Communists for what they really are—and by exposing them, to render them useless as far as their taking over control of unions.

Secondly, I know a number of Communists—and I am sure a number of other people do—who are poor, misled, misguided guys, who have been in the party maybe for fifteen or twenty years, who work in the plant, say nothing about it, do not attempt to organize, don't do anything else but just pay their dues into the party.

Thirdly, you are going on dangerous ground when, for a number of reasons, you start discharging guys and taking away their means of earning a livelihood. We feel that the way to defeat the Communist is not to legislate him out of existence or to discharge him from the plant, but to expose the guy for what he really is. Tell the people the facts, and I think the people themselves will render him useless in that plant.

#### SHOULD COMMUNISTS BE BARRED FROM UNION OFFICE?

**QUESTION:** I made a suggestion to the Senate Committee that there should be a simple rule which would outlaw any Communist from holding office in a union. Is that suggestion a good one?

**MR. BUDENZ:** Yes, but make sure you know how to detect a Communist.

First of all, a Communist can be identified if he is an active Communist. The following of the Communist line is no mystery. I think it's a challenge to the leaders of America that they begin to examine the Communist line and know what it is. By an intelligent analysis of the Communist directives given by the Cominform's organ ironically titled *For a Lasting Peace, For a People's Democracy*, by *Political Affairs*, and by the *Daily Worker*, the Communists can be identified.

Secondly, in regard to the Communist unions, they are all known. There is no man in this room who cannot find out what a Communist-dominated union is.

Third, where national security is involved, why is it not essential for both management and labor to call upon the government, just as was the case with the Atomic Energy Commission, to take a stand against any Communist union having anything to do with matters of this character?

And fourth, can it not also be said that out of America from management and labor there can come such initiative as will insist that the National Labor Relations Board take a realistic attitude on this matter, instead of ducking the issue?

#### HAS THE NON-COMMUNIST AFFIDAVIT HELPED?

**CHAIRMAN RIESEL:** Isn't it true that the Taft-Hartley law's non-Communist oath requirement has spotlighted Communist leadership in unions, thereby helping the non-Communist leadership to dislodge the Communist leadership from the trade unions?

**MR. BARBASH:** The answer to that is no. I do not know of a single Communist union which has been put out of business by the Taft-Hartley non-Communist affidavit.

**CHAIRMAN RIESEL:** The point is that the Taft-Hartley affidavit has been used effectively by sections of the trade union movement in its fight against many a Stalinist union in the department store field, in the electrical field, and elsewhere. Fred Kelley, how did it enter into your field?

**MR. KELLEY:** It did become a bone of contention in the early days of our fight against the Communists in the UE. While we were still in the UE, we found ourselves unable to get on the ballot. Local unions within the UE began to pressure the international officers to sign the non-Communist affidavit. We found that other unions were coming in that did not belong in the industry. To that extent, the Taft-Hartley law helped.

But that help is no longer there. Mr. Budenz answered your question when he told you that today they tear up their cards and then they say they are no longer members of the Communist party. This obviously is just not so. Now they sign the non-Communist affidavits. But the top fellows, in their hearts and souls, are still Communists, because they continue to act as Communists after tearing up their cards.

I want to point out what might be a step toward solution. Our people in the electrical industry are extremely puzzled about the fact that one branch of our government—the Atomic Energy Commission—prevents Communist-dominated unions from representing the employees in their plants. The AEC didn't have to go through any long, drawn-out business of opening closets and looking under beds or anything else. They said, "The UE is a Communist-dominated union. Therefore, it cannot represent our employees in atomic energy operations." Incidentally, that was said by a man—David Lilienthal—whom the UE had befriended when he was under fire for being a left-winger.

It seems to me that if I were an employer and had a contract with the Air Force, I'd be asking the Air Force, through their procurement division, just why it was that the Atomic Energy Commission on secret work could bar a Communist-dominated union, and here the Air Force on secret work permits the Communist-dominated union to operate.

If I were in a telegraph company as an employer, I think I'd ask the Communications Commission how secret messages can pour through here when Communists handle them; and still the Atomic Energy Commission has protected itself. The same thing applies to the Navy or the Army. I don't think there are any degrees of secrecy. If the work is secret, Communist-dominated unions should not be in it.

**MR. GREATHOUSE:** On this question of Taft-Hartley affidavits, once the union officials have signed the Taft-Hartley affidavits, they then take on a cloak of respectability. As a matter of fact, it makes it more difficult to move into those situations than if they didn't have to sign the Taft-Hartley affidavits. We could then more effectively accuse them of being Communist dominated.

#### A NEW NON-COMMUNIST AFFIDAVIT

**MR. STORY:** Why can't we write out a set of standards like those suggested by Mr. Budenz as the basis for an affidavit. Then the Communists won't have quite the ease in disregarding the affidavits as they seem to have now. Is that what your committee is thinking about, Mr. Barbash?

**MR. BARBASH:** You'd have to have a pretty cumbersome affidavit to cover what I might call the life cycle of the zig-zags of the Communist party line. I am enough of a liberal so that somehow I react negatively to the notion of an employee being subjected to an ideological means test. I question that it will do any more than the non-Communist affidavit. Because of the basic nature of the conspiracy, no Communist is afraid of signing an affidavit, even if he is in fact perjuring himself, as long as he feels he can get away with it.

**CHAIRMAN RIESEL:** We have one very specific instance here of the complexity and, I think, the obstacle in this picture. Now, here is Jack Barbash, who says he is enough of a liberal not to want to subject an employee to an ideological means test. He then goes on to use a phrase like "the nature of the basic conspiracy." Now, when Jack says that he's enough of a liberal to worry about this, that is a very heart-felt statement. But I get the feeling that in this utter decency of the American liberal is the secret weapon of the Soviet Union. I'll tell you why I think so. Here is the purest kind of decency and feeling for a fellow man. Pat Greathouse does not want their bread taken from them. Jack Barbash does not want the civil liberties removed from them. Fred Kelley feels the fight. And yet at the same time this is all a basic conspiracy against our government.

Take the copper industry, for instance. The copper industry is the very gut of our defense operation. It controls the operation of high-octane gasoline, electronics, tanks, and everything that we put in the field of war. Yet that field seethes with agents of the Communist party. I say that there is too much profundity here. These people are Stalinists. I say that if the government intelligently goes to these copper miners and tells them this, they will throw them out. But they've got to have behind them the full force of the government which says, "After all, your country comes first." It can't happen without the government—and the government won't move.

It's time that the government agencies stopped being a one-way street—merely asking for information on Communists but not giving any. It's time the government told us who they are, gave us their public records. Then you can say, I won't deal with these people. Let these union members come to me and tell me, "I have to deal with a man who is part of this conspiracy." There isn't any one of them whose party records we can't get, because the FBI has them. The bureau, intelligent and decent, is controlled by the Department of Justice, and the Department of Justice is controlled by the White House, and I think that's where it rests. That to me is the summation of this thing.

**MR. BARBASH:** I have fought Communists as vigorously as anybody has, with never a defection on this issue. But I must insist that first we must explore every democratic way of fighting them before we take over any other kind of tactic. I don't think that Vic Riesel would put himself in the position of saying that you ought to abandon due process in getting rid of Communists. Would you, Vic?

**CHAIRMAN RIESEL:** No, I would not argue abandonment of due process. But I say, for Heaven's sake, at least let's know the record of the men to whom we are giving due process.

**MR. BARBASH:** No question about that.

**QUESTION:** The National Labor Relations Board places the responsibility for the burden of proof upon the employer. I wonder why we couldn't very simply place the burden of proof upon the Communists; let them prove that they are not Communists. Louis Budenz has set forth the pattern of what makes a Communist. He says this identifies a Communist. Why not accept that pattern? Let's say, "If you are not a Communist and don't fit this pattern, defend yourself." Why couldn't we accept that as a standard?

**MR. STORY:** I agree thoroughly with Jack Barbash that if we are to have a democracy, this must be a government of law, not of man. I am afraid that our questioner's suggestion would make it a government of men, and therefore defeat the very things we are fighting for.

**MR. GREATHOUSE:** On this last question, it begins to get into the very thing we talked about. If we did that, then you could accuse anybody that you wanted, and he'd stand accused, and he'd have to prove he was not a Communist. That could happen to anybody in organized labor, and could happen to anybody else. We recognize and know some of the things that happened in the past when all of us, especially in CIO, were labeled a bunch of Communists. We were labeled as Reds. And if by an existing law you could discharge anybody that you wanted to discharge, and then the guy had to stand up and prove

that he was not that, you would certainly be in a position of going a long way down the road of taking away the guy's liberties.

**CHAIRMAN RIESEL:** Fred Kelley, how do you feel about firing known Communists? I can only give you thirty seconds, time is running out.

**MR. KELLEY:** I have no strong feeling on firing Communists unless they are employed on government work, where there is a degree of secrecy to be maintained. Today that is just about every one of our industries. I just wouldn't give Communists access to any of our secrets.

Employers should know that all that the CIO took away from the Communist-dominated unions was the CIO label and the right to get on the floor of a CIO convention once a year. That's all we took away from them. But the employers, through the government agencies, it seems to me, can block them from ever representing decent American people. When you get down to it, there's no mystery about which the Communist-dominated unions are. In the CIO they were tried by a jury of their peers, they were found guilty and expelled from the labor movement.

## Executive Compensation

*(Continued from page 124)*

companies. In many companies, too, tremendous expansions and growth in the postwar years and again since Korea have brought rapid upgradings and promotions for executives. Such executives, naturally, are reluctant to shift to another company and risk losing their recent gains.

Salary alone is not felt to be the prime mover of executives. "A tremendous sense of personal satisfaction" in doing a job well is rated as one of the most important reasons why executives work. A chemical company says, "There are so many reasons why executives work, and work hard—prestige, satisfaction, associates, and so forth—that the actual cash involved is but one of the factors."

In another instance, an engine and turbine manufacturer writes that "executive personnel has been maintained intact, notwithstanding the impact of salary stabilization." But this has been due primarily to the "personal loyalty of the top executive group rather than to inability to obtain more realistic compensation elsewhere."

Other factors reported are pleasant surroundings and congenial associates. A chemical company writes that it feels "our primary appeal lies in our small size and country location." A paper products company

notices no diminishing in executive initiative and feels this may be due to "the perpetual state of emergency that exists." A textile executive believes that any general lessening in executive initiative "will be slow to develop because there are certain purely nonfinancial and even nonlogical factors operating that maintain the morale of executives under good leadership."

However, a textile company writes that "during recent years, there has been a noticeable falling off of executive initiative, and a lessening interest in securing bonus compensation in view of the limited additional take-home pay resulting from the additional efforts required."

Other companies, like a petroleum producer, have recognized an increasing "lack of desire to accept the burdens of greater responsibility without a gain in compensation." Still others report "grumbling" among executives and a "slight amount of letdown in initiative. 'Slight' because it is almost impossible for a pusher to ease up on pushing—and the executive is usually that type of person."

### Fear for the Future

Therefore, some companies feel that executive initiative must lessen progressively and they express fears for the long-term effects of salary stabilization and high taxes. A few companies refer specifically to younger executives who, "though eager to build their own estates, are prevented or seriously limited in doing so by the graduated personal income tax."

Such effects will not be limited to younger executives, according to many cooperating companies, but will also affect the older men, perhaps causing them to move from one company to another, in spite of the ties that previously held them to one company. Co-operating companies expressing such views expect a heightening of the attitude that "the game is not worth the candle," and believe that, eventually, "incentive for maximum effort" will be vitiated.

In only a few instances was it reported that greater efforts are being put forth by executives in the face of stabilization and taxes. In one case, an industrial machinery manufacturer writes that the company's executives "have taken the approach that it will be necessary for them to work harder. They recognize that, because of high taxes on corporate profits, these profits must be materially increased if their incomes are to increase through the year-end bonus—which is based on profits."

A paper products executive states that "a decline in take-home pay is a temporary irritant for which a solution must be found. But while seeking that solution, a good executive does not lose his initiative."

HENRY A. BALKE

G. CLARK THOMPSON

*Division of Business Practices*

MANAGEMENT RECORD

## New Foremen

(Continued from page 127)

<u>Information</u>	<u>Source</u>
<u>Work History</u>	
Review of service	Review of service reports
Foreman's qualification rating	Foreman's rating form
Length of service	Personnel records
Supervisory experience	Personnel records
<u>Military Service</u>	
(if any)	Personnel records
<u>Knowledge</u>	
General intelligence	Tests
Job knowledge	Foreman's rating form
<u>Skills</u>	
Leadership demonstrations	Interview
Mechanical aptitude	Tests
Job skills	Foreman's rating form
<u>Interests</u>	Tests
<u>Attitudes and Tests</u>	
Attitudes	Interview
Habits	Interview
Credit rating	Credit report
<u>Temperament</u>	Tests

**Note:** Any information judged to be possibly critical should be investigated carefully in the interviews to determine the degree to which it is critical and whether it will be a handicap, inadequacy, or "sore spot" in his future performance as a supervisor. Therefore, the source listed for obtaining the above information is only the initial source.

The summary of data from this preliminary review provided the basis for an initial screening. Because the original group was so large, it was impossible to provide time for individual interviews for everyone. However, any candidate who was rejected at this stage was given the opportunity to discuss the reasons.

For the remaining candidates, the preliminary review brought out critical points to be weighed in preparation for the second sifting.

The first step was to interview the men. Several members of the selection group—which included the plant personnel manager and the general foremen or superintendents—sat down with each man. Their object was to assess the critical points and to come to an over-all conclusion about the candidate's qualifications.

Then the candidates were ranked in order of their over-all qualifications. The ten outstanding men were tabbed for further consideration. Each of the others was given the reason for his rejection.

To finally sift the two best men from these ten top contenders was a particularly difficult job. To aid in the final selection, the committee sought new and more penetrating information. Again each candidate was given a battery of tests. This time the tests were designed to spotlight his mechanical insight, his verbal ability, his occupational interests and his personality traits. In addition, a credit rating was obtained from a local credit agency. Each man also underwent a thorough physical examination.

This information was again summarized by the personnel manager. The man's critical points were indicated on interview blanks used in the final selection interviews (see Figure 3).

In these final interviews, only those members of the selection committee were present who had not yet interviewed these remaining candidates. Critical points discovered at earlier stages were again probed. Special emphasis was put on parental relationships, social motivation, leadership performances, attitudes and habits.

From the tests, ratings and interviews, the committee had a voluminous body of information on which to base its recommendations. Two men were chosen by the plant manager, assistant plant manager and production manager. Each rejected candidate was told personally why he had missed out. He was assured that he was not excluded from applying for a future training program.

### THE TRAINING PROGRAM

This may seem like an involved process for picking just two foremen. But Armstrong feels that it is doing more. It is picking men who represent the company—its philosophy, its policies and its practices. A great deal of time and thought have gone into the formation of these policies and practices, so it would seem logical that no less effort should be directed toward getting qualified men to carry them out.

Having this viewpoint, Armstrong also made its training program broad and intensive. The trainee is given an understanding of the operations of both production and staff departments. He is given the "whats" and "whys" of his job. In addition, he is given the "hows"—in so far as it is possible to do so. Armstrong Cork has made considerable use of in-

Figure 3  
Interviewer's Rating Summary

1. Name of candidate \_\_\_\_\_
2. Critical items needing further investigation during the interview (from the Individual Qualification Summary).

<u>Critical Items</u>	<u>Interview Results</u>
_____	_____
_____	_____
_____	_____

3. Parental relationships

Many personality defects can be traced to unfavorable childhood relationships with parents. We are seeking candidates who had normal, harmonious relationships with both parents and who "left home" without resentment at an average age.

Question him about his childhood, his mother and father, the type of home they provided, when and why he "left home."

Age when "on his own" \_\_\_\_\_

Attitude toward:	<u>Mother</u>	<u>Father</u>
(Check one)		
	Resentment <input type="checkbox"/>	Resentment <input type="checkbox"/>
	Indifference <input type="checkbox"/>	Indifference <input type="checkbox"/>
	Respect <input type="checkbox"/>	Respect <input type="checkbox"/>
	Attachment <input type="checkbox"/>	Attachment <input type="checkbox"/>

Comments: \_\_\_\_\_

4. Motivation

A strong desire to achieve reasonable goals is necessary for success. We are seeking candidates who are striving for achievement without taking "express trains" and whose family shares these ambitions.

Question him about his occupational ambitions, his reasons for seeking a supervisory position, and his wife's ambitions.

Describe his occupational ambitions:	Well planned <input type="checkbox"/>	Unreasonable <input type="checkbox"/>
(Check one in each pair)	Hazy <input type="checkbox"/>	Reasonable <input type="checkbox"/>
He emphasizes:	Recognition of others <input type="checkbox"/>	
(Check one)	More money and security <input type="checkbox"/>	
	Greater achievement <input type="checkbox"/>	
His wife is:	A hindrance to him <input type="checkbox"/>	
(Check one)	Disinterested <input type="checkbox"/>	
	A help to him <input type="checkbox"/>	

Comments: \_\_\_\_\_

### 5. Leadership performances

Potential ability to become an effective leader in a supervisory position is determined best by past demonstrations of leadership performance in any type of group at any age.

List examples of his leadership performance in school groups, church groups, civic groups, fraternal organizations, and previous work groups (check with those listed in item 12 of the candidate questionnaire).

<u>Name</u> <u>of Group</u>	<u>Approximate</u> <u>Number in</u> <u>Group</u>	<u>Leadership</u> <u>Position</u>	<u>Elected</u> <u>Appointed</u> <u>or Volunteered</u>			<u>Problems Handled</u> <u>Successfully</u> <u>as Leader</u>
			<u>E</u>	<u>A</u>	<u>V</u>	
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

### 6. Attitudes and habits

By the time a man reaches the age to qualify for supervision, most of his attitudes and habits are formed. Little can be done to change them materially.

Question him about common mistakes made by supervisors, his opinion of persons who have authority and how he would feel about having authority and responsibility. Ask about and observe his personal habits.

His attitude toward authority of others:

(Check one)

- Rebels ☐  
 Resents ☐  
 Tolerates ☐  
 Cooperates ☐

His attitude toward accepting additional responsibility and authority:

(Check one)

- Fearful ☐  
 Hesitant ☐  
 Confident ☐  
 Cocky ☐

List personal habits you detected:

Favorable

Unfavorable or Annoying

_____	_____
_____	_____
_____	_____

### 7. Summary of interview results

	<u>Poor</u>	<u>Fair</u>	<u>Good</u>	<u>Excellent</u>
Parental relationships	_____	_____	_____	_____
Motivation	_____	_____	_____	_____
Leadership demonstrations	_____	_____	_____	_____
Attitudes and habits	_____	_____	_____	_____

Interviewer \_\_\_\_\_

Date of Interview \_\_\_\_\_

Figure 4

**SPECIFICATION OF PLAN**

DATE March 15, 1951 DEPT. OR PLANT SOUTH BRAINTREE PROJECT NO. 8 OF 8 PAGE 1

ARMSTRONG CORK COMPANY

SPECIFIC PLAN TITLE Selection and Training of Shift Supervisors

**OUTLINE OF CONTENT**

**SPECIFICATION OF PLAN**

DATE March 15, 1951 DEPT. OR PLANT SOUTH BRAINTREE

SPECIFIC PLAN TITLE Selection and Training of Shift Supervisors

TRAINING FOR WHOM Shift Supervisors

**OUTLINE OF CONTENT**

**PHASE I**

**ORIENTATION**

**1. Briefing on the Training Program**

- Nature of program
- Responsibilities of the trainee. Need for aggressive approach to study.
- To whom he reports.
- Notes from training assignments. Who will assist in initial organization and format.
- Plant facts - history
- Plant organization
- Entire organization back of trainee member of management.

WHO WILL MEASURE THE EFFECTIVENESS OF THIS PLAN

APPROVED BY: W. G. Brooks, G. H. Smith

COPIES TO:

Form 5611 1-46

**OUTLINE OF CONTENT**

- Power Plant
  - Steam generation
  - Refrigerator system
  - Air compressor operation
- Inspection Department
  - Inspection procedures and their application in all areas of the plant
  - Quality control

**B. Knowledge of administrative functions - Class I**

- Induct new employee into department.
- Explain job classification to employees.
- Explain wage incentive rates to employees.
- Settle employee claims of payroll errors.
- Approve hours worked.
- Approve production on incentive.
- Assign employees to job.
- Give or assign job instruction and training required.
- Evaluate and encourage improvement in employee's current work performance.
- Warn and reprimand employee.
- Eliminate causes of grievances.

Form 5661 1-46

**SPECIFICATION OF PLAN**

DATE March 15, 1951 DEPT. OR PLANT SOUTH BRAINTREE

SPECIFIC PLAN TITLE Selection and Training of Shift Supervisors

**OUTLINE OF CONTENT**

**PHASE II**

**STUDY OF PLANT OPERATING DEPARTMENTS**

**A. Knowledge of Production Operations**

- Mill Room
  - Bin loading
  - Compounding
  - Refining
  - Mill mixing
  - Mill warming
  - Babury - 8 1/2" mill
  - Calendering
  - Sheets
  - Roll goods
  - Mottling
  - Dinking
  - Press curing
  - Continuous vulcanizing
- Press Room
  - Tile curing
  - Mat curing
  - Sundries curing
  - Dinking
  - Mold cleaning
  - Mill warming
  - Tubing (extrusion)
  - Plastic tubing
  - Apron making
  - Laminating
  - (Wrapping Autoclaving)

Form 5661 1-46

**METHOD TO BE USED**

**METHOD TO BE USED**

**WHO**

Assignment to those production areas in the plant with which the trainee is not familiar.

This phase of the training is concentrated and detailed. Each type of job in the department is to be studied carefully, observing important aspects of the job.

Suggested points to be observed might be:

- What is the purpose of the operation?
- What type of equipment is used and why? Duty Limitation
- Cost factor
- What is the length of the operation cycle? What is the capacity of the operation? What size of crew required?

C. A. Bunn and/or W. D. Knaf

dividual training plans.<sup>1</sup> This method was used in planning the training of the two foremen candidates. In general, the training consisted of six phases. All are detailed in a training plan for each trainee (see Figure 4 on facing page).

1. General orientation—one week. The first hour of the first day, the trainee sits down with the plant manager to discuss the nature of his training. He learns the responsibilities that he as a trainee must assume. The plant manager talks about the history of the plant, its organization and its management. Later in the week (the trainee's hours are all specifically scheduled), he gets a general picture of the plant's operations from the department heads concerned.

2. Study of plant operating departments—twenty-six weeks. The trainee works, during this period, in every phase of production with which he is not already familiar. He studies every job carefully. And he learns to analyze them from a management viewpoint. Another thing he gains during these weeks in various plant operating departments is familiarity with administrative problems. The trainee learns what responsibilities and the requisite authority a shift foreman has for inducting new employees, warning and reprimanding employees, investigating accidents and all the other details of a foreman's job.

3. Working assignments in staff departments—eighteen weeks. The trainee spends two months working in two or more staff departments. He is assigned to the personnel department, laboratory, production planning department, industrial engineering department or controller's department. The needs of the trainee and the needs of the department at the particular time determine his assignments. During this period he does bona fide work under the direction of an experienced person.

4. Plant conferences and meetings—two weeks total, spread over a year. The trainee sits in on certain meetings, such as the general foremen's meeting, the shift foremen's meeting and grievance meetings, to get a broad background on plant policies, responsibilities and problems. In addition, he has individual conferences with certain staff and production personnel. These are aimed at giving him a thorough knowledge of management's job, of the plant organization, of plant policy, and the union contract.

5. Production management course—two weeks. The production management course is a group training program attended by new supervisors in all Armstrong Cork plants. This course is conducted at Lancaster, Armstrong's headquarters. It covers a broad background of Armstrong's policies and practices. While the two trainees at South Braintree have had much more intensive training already, the production man-

agement course gives them a chance to get a still wider picture and to discuss problems they will meet with new supervisors.

6. Special study and assignments—three weeks total time over a period of one year. The trainee takes suggested self-improvement courses available at local educational institutions under the Armstrong educational program. This phase also includes short in-plant group or individual study projects, reading assignments, assignments as relief foreman, and similar projects that will give the trainee a broad background.

In so far as possible, a specific schedule covering the entire training program is set up. However, the program is not inflexible. Adjustments may be made; new assignments may be added whenever they seem necessary or desirable. Thus, the total length of the training period for each individual may vary. In no case, however, will a man continue as a trainee for more than two years. If he is not placed in a supervisory job during that time, he may be removed from the training program. He may also be dropped during that period if he does not measure up to the standards expected of him as a supervisory trainee.

The trainee works under the specific direction of the plant production superintendent. The training supervisor schedules the various items in the course and coordinates the various phases of the training. Both the production superintendent and the training supervisor frequently review the progress of the trainee. From time to time, the trainee may be called upon for either written or oral reports.

### Summing Up

This selection and training plan, according to Armstrong, is "definitely experimental." It is too early for the company to assay it. Even so, it is a contribution to management's thinking. To Armstrong, it is a new and orderly approach for choosing new foremen and for planning their development as responsible members of management.

WILLIAM W. MUSSMANN  
Division of Personnel Administration

## Management Book Shelf

**Industrial Relations in Sweden**—A report on the various factors that have contributed to nineteen years of practically strike-free labor relations in Sweden. The author's findings are based on interviews with officials of the Swedish central labor federation (LO) and the salaried workers federation (TCO) as well as visits with management representatives of twenty-two companies.

Problems covered include management attitudes and approaches, labor-management committees, and the foreman's position in management. By Charles A. Meyers, *The Technology Press, Massachusetts Institute of Technology, Cambridge, Massachusetts, 120 pp.*

<sup>1</sup> See *Studies in Personnel Policy*, No. 124, "Developments in Supervisory Training," pp. 14-16.

# Wage Adjustments Announced Prior To March 15, 1952

Company	Type of Worker <sup>2</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
<i>Chemicals</i>					
American Cyanamid Company.....	WE	\$.06 hr.	11-1-51	150	Wage reopening 5-1-52. (United Gas, Coke and Chemical Workers, CIO)
New Castle, Pa.					
Wallingford, Conn.	WE	\$.035 hr.	8-23-51	450	New and liberalized benefits include jury duty and clothing allowances. Wage reopening on 4-1-52. Date of settlement was 10-24-51. (Int'l Chemical Workers Union, AFL)
	S	\$2.50 wk.	10-1-51	49	Increase covers clerical workers. (No union)
	S	\$7 mo.	9-1-51	43	Granted to supervisory personnel. (No union)
Burroughs, Wellcome & Company, Inc.	WE	7%	9-15-51	350	Cost of living increase was 2.8%. No escalator clause was in the contract. The balance of 4.2% is pending WSB approval. The date of settlement was 10-21-51. The present contract expires 8-31-53. (Int'l Chemical Workers Union, AFL)
Tuckahoe, N. Y.					
Glidden Company .....	WE	\$.06 hr.	10-1-51	131	Previous wage rate was \$1.46 an hour, effective 9-15-51. Wage reopening 3-31-52. Cost of living adjustment based on percentage increase from BLS revised index of 8-15-51 and the latest available at the time of the wage reopening. (Int'l Chemical Workers Union, AFL)
Collinsville, Ill.					
Hoover & Mason Phosphate Company	WE	\$.10 hr.	12-1-51	140	Previous wage rate was \$1 an hour, effective 12-1-50. Wage reopening 12-52. Improved vacation plan. Adjustments subject to WSB approval. Date of settlement was 1-8-52. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
Mt. Pleasant, Tenn.					
International Minerals & Chemical Corp.	WE	\$.03 hr.	11-1-51	197	Previous straight time hourly earnings were \$1.74, effective 11-1-49. A 1¢ an hour adjustment for every 1.1 point change in BLS index. Three weeks' vacation after 15 years, and maximum of 3 days with full pay for leave due to death in immediate family. Adjustments subject to WSB approval. Wage reopening 11-1-52. (Int'l Chemical Workers Union, AFL)
San Jose, Calif.					
Lilly Varnish Company .....	WE	\$.05 hr.	12-1-51	73	Cost of living adjustment under GWR 8. New starting wage rate \$1.26 an hour. Three weeks' vacation granted after 20 years' continuous service. Wage reopening on written notice if a general wage increase is permissible in 1952 without obtaining WSB approval. (United Gas, Coke and Chemical Workers, CIO)
Indianapolis, Ind.					
Liquid Carbonic Corp. ....	WE	\$2 wk.	11-1-51	10	Increase due to a wage reopening. Next reopening is 11-1-52. (Office Employees' Int'l Union, AFL)
Boston, Mass.					
Chicago, Ill.	WE	\$.08 hr.	11-28-51	1,057	Additional 4¢ annual improvement factor granted, effective 11-27-52. A 7¢ an hour non contributory pension plan initiated. Wage increases are subject to WSB approval. Contract expires 11-27-55. (UAW, CIO)
Merck & Company .....	WE	\$.05 hr.	2-4-52	46	Increase has been approved by the WSB. Previous average hourly wage rate was \$1.637, effective 1-25-51. Overtime granted after 8 hours a day and holidays are considered as worked in computing overtime. This was a first contract, expiring 10-30-52. Date of settlement was 10-8-51. One cent adjustment payable on first full week of the quarter for each 1.10 point increase that the CPI index stands above 181.6 for the mid month of the previous quarter. (Int'l Chemical Workers Union, AFL)
South San Francisco, Calif.					
	S	\$9 mo.	see remarks	8	Increase to non-exempt employees pending approval. Previous average monthly rate was \$293, effective 1-25-51. (No union)
National Carbide Company .....	WE	\$.10 hr.	12-1-51	n.a.	Piece rates also adjusted to be equivalent to a 10¢ an hour increase. Shift differential of 5¢ an hour for 4 to 12 shift and 10¢ an hour for 12 to 8 shift. Increases subject to WSB approval. Negotiations due to a wage reopening on contract expiring 12-1-52. (Int'l Chemical Workers Union, AFL)
Ivanhoe, Va.					
Norwich Pharmacal Company .....	WE	\$.08 hr.	1-1-52	320 approx.	Four cents subject to WSB approval. Previous average wage rate was \$1.26 an hour. Last negotiated increase was 1-22-50. Wage clause may be reopened 7-52 if BLS index rises 1.52 points. Adjustments of 1¢ an hour for each 1.52 point rise. Date of settlement was 1-22-52. (Int'l Chemical Workers Union, AFL)
Norwich, N. Y.					
S. B. Penick & Company .....	WE	\$.10 hr.	10-18-51	250	Three cents is subject to WSB approval. Emergency call-in-pay granted and the automatic progression waiting period reduced. Wage reopening 10-18-52. (Int'l Chemical Workers Union, AFL)
Jersey City, N. J.					

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
Stauffer Chemical Company ..... Richmond, Calif.	WE	\$.08 hr.	9-1-51	120 approx.	Additional classification adjustments are subject to WSB approval. Liberalized pension and health and welfare programs were granted. Previous average wage rate was \$1.80 an hour, effective 10-2-50. Contract was signed 2-19-52. Wage reopening 7-1-52. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
Virginia-Carolina Chemical Corp. .... Mt. Pleasant, Tenn.	WE	\$.08 hr.	12-1-51	250	Part of increase subject to WSB approval. Prior to settlement wage rate ranged from \$1 to \$1.50 an hour. Liberalized vacations to 3 weeks after 15 years. Wage reopening, 12-1-52. Date of settlement was 12-19-51. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
Richmond, Va.	WE	\$.04 hr.	10-1-51	65	Across the board increase settlement dated 11-19-51. (Int'l Ladies' Garment Workers Union, AFL)
Warner-Hudnut, Inc. .... New York, N. Y.	WE	\$.10 hr.	7-1-51	650	Night differential increased by 2.5¢ per hour. Date of settlement was 10-29-51. Wage rate prior to increase was \$1.26 an hour, effective 7-1-50. Wage reopening 6-30-52. (United Gas, Coke and Chemical Workers, CIO)
<i>Clubs</i>					
Metropolitan Club ..... New York, N. Y.	WE	\$.06 hr.	1-1-52	n.a.	Blue Cross services granted. Increase granted to all employees.
University Club ..... New York, N. Y.	WE	5%	12-1-51	260	Increase minimum of \$3 a week. Previous average weekly rate was \$44.78, effective 12-11-50. About one half are union members. Wage reopening 12-1-52. (Hotel and Restaurant Employees and Bartenders Int'l Union, AFL)
	S	5%	12-1-51	8	Previous average weekly rate was \$142.40, effective 12-1-50. (No union)
<i>Electrical Machinery</i>					
The Louis Allis Company ..... Milwaukee, Wis.	WE	\$.074 hr.	9-10-51	1,750	Approval received 2-1-52. Previous wage rate was \$1.67 an hour, effective 3-12-51. An additional 3¢ an hour granted to night shift premiums. Wage reopening 6-1-52. (IUE, CIO)
Apex Electrical Manufacturing Co. ... Sandusky, O.	WE	\$.065 hr.	1-1-52	n.a.	Supplemental agreement made 12-20-51. Improvement increase made up in part under GWR 6 and 8. Wage reopening on 10 days' written notice. Liberalized pension plan. (IUE, CIO)
Columbia Records, Inc. .... Bridgeport, Conn.	WE	\$.05 hr.	1-12-52	800	Contract expires 5-31-52. (United Electrical, Radio and Machine Workers, ind.)
Lovell Manufacturing Company ..... Erie, Pa.	WE	\$.13 hr.	12-17-51	525	Date of settlement was 1-14-52 and WSB approval was received 2-17-52. Previous wage rate was \$1.492 an hour. Wage reopening 9-15-52. (United Rubber, Cork, Linoleum and Plastic Workers, CIO)
	S	\$.13 hr.	12-17-51	86	Increase granted to non-exempt employees. Approval received 2-17-52. Previous rate was \$1.517 an hour. (No union)
	S	7%	12-17-51	87	Percentage increase granted to exempt employees. Approval received 2-17-52. (No union)
Modern Engineering Company ..... St. Louis, Mo.	WE	\$.08 hr.	10-11-51	70	Seventh paid holiday granted. No escalator clause in the contract. Date of settlement 10-15-51. Wage reopening 10-15-52. (Int'l Ass'n of Machinists, AFL; Metal Polishers, Buffers, Platers and Helpers Int'l Union, AFL)
	S	10%	1-1-51	n.a.	Same benefits as above, (No union)
L. J. Mueller Furnace Company ..... Milwaukee, Wis.	WE	\$.09 hr.	11-1-51	325	Entire contract renegotiated and dated 1-21-52. Previous basic labor rate was \$1.34 an hour, effective 10-30-50. Extension of coverage and increase in company share of group insurance cost. Company pays 4¢ an hour per employee toward the pension plan. Triple time for work performed on holidays. Second and third shift premiums increased by 3¢ each. WSB approval needed for the 9¢ increase in incentive rates. Adjustment of 1¢ for each point change in BLS revised CPI between 11-15-51 and 5-15-52 with maximum reduction of 3¢. (UAW, CIO)
RCA Victor Division ..... Bloomington, Ind.	WE	\$.035 hr.	9-17-51	1,332	Contract expires 8-3-52. Previous wage rate was \$1.291 an hour, effective 7-16-51. (Int'l Bro. of Electrical Workers, AFL)
Indianapolis, Ind.	WE	\$.053 wk.	9-17-51	5,508	Previous wage rate was \$1.278 an hour, effective 7-2-51. Contract expires 6-30-52. (Int'l Bro. of Electrical Workers, AFL)
Marion, Ind.	WE	\$.02 hr.	9-24-51	920	Previous wage rate was \$1.299 an hour, effective 7-16-51. Contract expires 7-15-52. (Int'l Bro. of Electrical Workers, AFL)
<i>Fabricated Metal Products</i>					
Hubbard & Company ..... East Alton, Ill.	WE	\$.09 hr.	1-1-52	93	The settlement was dated 2-7-52. Wage reopening on 60 days' notice by either party. (Int'l Ass'n of Machinists, AFL)

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
Yale & Towne Manufacturing Co. . . . . Stamford, Conn.	S	\$5.20 wk.	7-1-51	490	WSB approval needed; \$4.60 a week is under GWR 6 and 8 and 60¢ is under tandem GWR 10. Full holiday on Good Friday granted. Wage reopening 7-1-52. (Office Employees Int'l Union, AFL)
<i>Food</i>					
American Sugar Refining Company . . . Boston, Mass.	WE	\$.09 hr.	12-10-51	630	Additional 5¢ general wage increase dependent upon WSB approval, effective on approval date. Previous wage rate was \$1.40 an hour, effective 12-18-50. Two additional holidays, totalling 10, \$1 supper money for overtime work over 4 hours, and double time for Sunday as such for coverage workers were granted. No wage reopening. Date of settlement was 12-8-51. (Local Industrial Union, CIO)
Armour & Company . . . . . Chicago, Ill.	WE	\$.06 hr.	12-17-51	5,000	An additional amount averaging 2.278¢ an hour granted to females. Partial approval received 1-23-52. Previous wage rate was \$1.58 an hour, effective 2-9-51. Wage reopening 8-11-52. (Amal. Meat Cutters and Butcher Workmen, AFL)
	S	\$2.40 wk.	12-17-51	12,000	Partial approval received. (No union)
	WE	\$.06 hr.	12-17-51	28,790	An additional increase averaging 1.549¢ an hour granted to females. Date of settlement 2-2-52. WSB approval received 2-13-52. Previous wage rate was \$1.58 an hour, effective 2-9-51. Wage reopening 8-11-52. (United Packinghouse Workers, CIO)
Carnation Company . . . . . Northwest, Ill.	WE	\$.085 hr.	12-10-51	55	Three year contract with quarterly escalator adjustments. (Int'l Bro. of Teamsters, Chauffeurs, Warehousemen and Helpers, AFL)
Fisher Flouring Mills Company . . . . . Seattle, Wash.	WE	\$.035 hr.	2-23-52	80 approx.	Cost of living increase under GWR 8. There is no escalator clause in the contract. A pension plan effective 1-1-52 grants \$100 per month including social security after 25 years of continuous service. Previous increase, effective 8-23-51, was 4¢ an hour to the wage rate of \$1.695. (Int'l Longshoremen and Warehousemen's Union, CIO)
General Mills, Inc. . . . . Mechanical Division Minneapolis, Minn. Flour Mill Minneapolis, Minn. Chemical Division Konkakee, Ill. Elevator Duluth, Minn. Cereal Plant Flour Mill Chicago, Ill. Buffalo, N. Y.	WE	\$.09 hr.	1-15-52	1,250	Four cents is under GWR 8, revised and 5¢ under GWR 17. The increase is subject to WSB approval. (Int'l Union of Electrical, Radio and Machine Workers, CIO)
	WE	\$.06 hr.	11-16-51	505	Increase was under GWR 8, revised and is subject to WSB approval. (Amer. Fed. of Grain Millers, AFL)
	WE	\$.11 hr.	11-3-51	25	Of the increase 7¢ was under GWR 6 and 4¢ under GWR 8, revised. Increase is subject to WSB approval. (United Ass'n of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry, AFL)
	WE	\$.04 hr.	1-1-52	26	Increase is under GWR 8, revised and is subject to WSB approval. (Amer. Fed. of Grain Millers, AFL)
	WE	\$.065 hr.	12-15-51	645	Increase is under GWR 8, revised. Dependent upon WSB approval. (Amer. Fed. of Grain Millers, AFL)
	WE	\$.06 hr.	1-1-52	1,005 approx.	Cost of living increase under GWR 8, revised. Subject to WSB approval. (Amer. Fed. of Grain Millers, AFL)
H. J. Heinz Company . . . . . Salem, N. J.	WE	\$.05 hr.	12-31-51	100	Date of settlement 1-24-52. Wage reopening 7-1-52. (Meat and Cannery Workers Union, Amal. Meat Cutters and Butcher Workmen, AFL)
Oscar Mayer & Company . . . . . Interstate	WE	\$.06 hr.	12-17-51	7,000	WSB approval received. Wage reopening 6-52. (Amal. Meat Cutters and Butcher Workmen, AFL)
	S	\$2.40 wk.	12-17-51	1,000	WSB approval received. (No union)
National Biscuit Company . . . . . San Antonio, Tex	WE	\$4 wk.	10-1-51	18	Adjustment is subject to WSB approval. The 2 year contract expires 10-1-53, no wage reopenings. (Int'l Bro. of Teamsters, Chauffeurs, Warehousemen and Helpers, AFL)
Pasco Packing Company . . . . . Dade City, Fla.	WE	\$.0573 hr.	12-3-51	1,200	Previous wage rate was 80¢ an hour, effective 11-6-50. Wage reopening after 10-1-52. (Distributive Processing and Office Workers Union, ind.)
Quaker Oats Company . . . . . Memphis, Tenn.	WE	\$.09 hr.	7-1-51	150	The wage reopening settlement was dated 10-17-51. Four cents is subject to WSB approval. Wage reopening 3-1-52. Previous wage rate was \$1.02 an hour, effective 5-29-50. (Distributive Processing and Office Workers, ind.)
A. M. Richter Sons, Company . . . . . Manitowoc, Wis.	WE	\$.06 hr.	11-1-51	12	Date of settlement was 2-4-52. Previous wage rate was \$1.325 an hour. Additional 1.5¢ an hour to be approved. Wage reopening 11-1-52. (Int'l Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers, CIO)

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
<i>Leather</i>					
Brown Shoe Company ..... Murphysboro, Ill.	WE	\$ .06 hr.	11-5-51	n.a.	General across-the-board increase to all collective bargaining units. Wage reopening 10-31-52.
Florsheim Shoe Company ..... Chicago, Ill. Danville, Ill.	WE	\$ .06 hr.	1-15-52	3,000	Wage reopening 10-31-52. (United Shoe Workers, CIO)
<i>Machinery (Except Electrical)</i>					
Addressograph-Multigraph Corp. .... Euclid, O.	S	\$2.25 wk.	11-1-51	n.a.	Adjustment was due to a wage reopening and the settlement dated 12-21-51. Increase is subject to WSB approval. Three weeks of vacation after 18 years of seniority granted. Wage reopening 5-1-52. (Office Employees Int'l Union, AFL)
Davis Engineering Corp. .... Elizabeth, N. J.	WE	\$ .10 hr.	11-21-51	90	Medical and surgical insurance effective on date of WSB approval. Previous average straight time hourly earnings were \$1.49. Wage reopening 11-21-52. Vacation pay to be based on average number of hours worked per week up to a maximum of 44 hours. Adjustment of the production bonus plan is subject to WSB approval. (United Construction Workers, UMW, ind.)
Girdler Corp. .... Terre Haute, Ind.	S	10%	11-12-51	n.a.	Across the board increase. Adoption of a periodic increase program with adjustments at four month intervals, effective 1-8-52. Modification of sick leave and vacation allowances also effective 1-8-52. Economic benefits subject to WSB approval. (Office Workers Int'l Unions, AFL)
Heil Company ..... Milwaukee, Wis.	WE	\$ .05 hr.	11-1-51	2,000	Company also granted an amount equivalent to 3.5¢ an hour for a job evaluation program. Improved Blue Cross plan for employees and dependents. Five cent increase under GWR 8. Other adjustments subject to WSB approval. Previous wage rate was \$1.65 an hour, effective 10-1-50. Wage reopening 5-1-52. (United Steelworkers, CIO)
Hydraulic Equipment Company ..... Cleveland, O.	WE	\$ .04 hr.	10-15-51	295	Annual improvement factor increase is retroactive to 10-15-51 and was due to a wage reopening. The increase is subject to WSB approval. Wage reopening 10-52. (UAW, CIO)
Lehmann Machine Company ..... St. Louis, Mo.	WE	\$ .10 hr.	2-18-52	175	Contract renewal. Three weeks' vacation after 15 years subject to WSB approval. Wage reopening on 60 days' notice. (Int'l Ass'n of Machinists, AFL)
National Rubber Machinery Company Clifton, N. J.	WE	\$ .05 hr.	1-10-52	419	Increase was under GWR 8. Additional 4¢ an hour general increase effective 7-52 if approved by WSB. Contract expires 7-7-53. (Int'l Union of Electrical, Radio and Machine Workers, CIO)
New Stutz Fire Apparatus Company Hartford City, Ind.	WE	\$ .03 hr.	1-22-52	14	Increase was approved by WSB. Previous wage rate was \$1.40 an hour, effective 3-5-51. Liberalized vacation requirements. No escalator clause in contract. Increase due to a wage reopening. Next reopening 7-22-52. (Fed. Labor Union, AFL)
Scott & Williams, Inc. .... Laconia, N. H.	WE	\$ .05 hr.	2-4-52	1,300	Increase within cost of living allowance. Next wage reopening 7-5-52. (United Steelworkers, CIO)
Wisconsin Motor Corp. .... Milwaukee, Wis.	WE	\$ .05 hr.	11-1-51	1,584	Some inequities granted but subject to WSB approval. Date of settlement was 12-14-51. Overall average rate was \$1.865 an hour, effective 10-27-51. Wage reopening 5-1-52. (UAW-CIO)
<i>Paper &amp; Printing</i>					
Container Corp. of America ..... Ft. Worth, Tex.	WE	\$ .05 hr.	12-22-51	450	Increase is under GWR 8, section A and date of settlement was 1-15-52. Three weeks' vacation after 15 years' service granted. Time and a half for Saturday, double time for Sunday in lieu of 6th and 7th day. Six months wage review on cost of living. (United Paperworkers, CIO)
Heminway Corp. .... Waterbury, Conn.	WE	\$ .07 hr.	11-19-51	135 approx.	Date of settlement 12-26-51. Three weeks' vacation after 20 years, triple time for work on paid holidays, and single rate job evaluation of all productive jobs granted. On WSB approval employees will be moved up to their respective grade and rate. Cost of living reopening 6-26-52. (United Paperworkers, CIO)
Hinde & Dauch Paper Company ..... Detroit, Mich.	WE	\$ .15 hr.	1-14-52	3	The wage adjustment was due to equipment change, boiler engineers were affected. Previous wage rate was \$1.65 an hour, effective 9-4-51. (United Paperworkers, CIO)

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase		Number Affected	Remarks
		Amount	Date Effective		
Hollingsworth & Vose Company ..... East Walpole, Mass.	WE	\$0.06 hr.	1-14-52	190	Previous wage rate was \$1.30 an hour, effective 7-1-51. Wage reopening 60 days prior to 7-1-52. The increase reflects the first 6 months' cost of living increase under GWR 8. There is no escalator clause in the contract. (United Paperworkers, CIO)
International Paper Company ..... Panama City, Fla. Kreole, Miss. Georgetown, S. C.	S	5.6%	6-1-51	228 approx.	Date of settlement was 10-1-51. WSB approval has been received. The increase was due to a wage reopening. Future reopening 6-1-52. (Office Employees Int'l Union, AFL)
Mosinee Paper Mills Company ..... Mosinee, Wis.	WE	\$0.04 hr.	7-16-51	475	Date of settlement was 9-1-51. Previous wage rate was \$1.32 an hour, effective 10-1-50. Increased sick benefits \$20 to \$25 and hospital benefits from \$6 to \$8. Shift differential of 6¢ granted for 12 hours. Eight hours' pay for 3 additional holidays and double time for holidays worked were granted. Polio and life insurance added. Four hours additional pay on third week of vacation. Health benefits are pending WSB approval. Wage adjustment approval has been received. (Int'l Bro. of Pulp, Sulphite and Paper Mill Workers, AFL; Int'l Bro. of Paper Makers, AFL)
Nicolet Paper Corp. .... West De Pere, Wis.	WE	\$0.05 hr. average	6-1-51	n.a.	Correction of inequities in a settlement dated 8-29-51 received approval 1-30-52. Hourly increases granted were 9¢ to machine tenders, 4¢ to backtenders, 2¢ to third hands, raising rates to \$1.97, \$1.72 and \$1.48 an hour respectively. (Int'l Bro. of Pulp, Sulphite and Paper Mill Workers, AFL)
Raymond Bag Company ..... Middletown, O.	WE	\$0.03 hr.	10-9-51	n.a.	Cost of living increase not due to an escalator clause. Contract expires 5-1-52. (Int'l Bro. of Pulp, Sulphite and Paper Mill Workers, AFL)
Roaring Spring Blank Book Company Roaring Spring, Pa.	WE	\$0.06 hr.	11-1-51	140	Date of settlement was 11-1-51. WSB approval received 2-1-52. Two additional paid holidays making a total of 4. (Int'l Bro. of Pulp, Sulphite, and Paper Mill Workers, AFL)
	S	5% to 10%	11-1-51	n.a.	Same as above. No union stated.
Rocky Mountain News ..... Denver, Colo.	WE	\$2.50 to \$5 wk.	7-21-51	130	Contract signed 1-24-52. Additional increase of \$1 week cost of living increase, effective 1-52. Similar increase effective 3-15-52. Severance pay increased from 30 to 32 weeks. Wage reopening 60 to 90 days prior to 12-1-52. Increased night shift differential. Some salaried employees included. (News Unit, American Newspaper Guild, CIO)
St. Regis Paper Company ..... Franklin, Va.	WE	\$0.06 hr.	8-19-51	525	Various individual rates also adjusted. Two additional paid holidays. All subject to WSB approval. Date of settlement 11-28-51. Wage reopening once prior to 8-19-52. (Int'l Bro. of Pulp, Sulphite and Paper Mill Workers, AFL)
Tuttle Press Company ..... Appleton, Wis.	WE	\$0.022 hr.	7-30-51	178	Also granted were a group insurance plan and an extra paid holiday. Increase is partially dependent upon WSB approval. Wage reopening 7-1-52. (Int'l Bro. of Pulp, Sulphite and Paper Mill Workers, AFL)
	S	5%	10-22-51	36	Same benefits as above. Partially subject to WSB approval. (No union)
Wausau Paper Mills Company ..... Brokaw, Wis.	WE	\$0.03 hr.	12-15-51	411	WSB approval was received. Date of settlement was 2-6-52. Previous wage rate was \$1.20 an hour, effective 6-17-51. Contract renewal on 5-31-52. (Int'l Bro. of Pulp, Sulphite and Paper Mill Workers, AFL; Int'l Bro. of Paper Makers, AFL)
	S	2.5%	12-15-51	77	WSB approval has been received. (No union)
Zellerbach Paper Company ..... Los Angeles, Calif.	WE	\$0.10 hr.	11-9-51	106	Settlement covers all warehouse employees in a 5.5¢ cost of living increase under GWR 8 and 4.5¢ increase under GWR 6. Agreement was signed 1-8-52. Union affiliation prior to 11-1-51 had been with the Int'l Longshoremen and Warehousemen's Union, CIO. Employees voted to change union affiliation. Wage reopening 9-1-52. (United Paperworkers Int'l Union, CIO)
Petroleum General Petroleum Corp. .... Los Angeles, Calif.	WE	4.2%	1-1-52	294	Wage reopening anytime on 60 days' notice. Petitions filed with WSB to make adjustments dated 1-16-52 retroactive to 1-1-52. This pertained to all the contracts except two Teamsters locals which were originally dated 1-1-52. (Int'l Bro. of Teamsters, Chauffeurs, Warehousemen and Helpers, AFL; United Bro. of Carpenters and Joiners, AFL; Int'l Bro. of Firemen and Oilers, AFL; Int'l Union of Operating Engineers, AFL; Petroleum Drivers and Helpers, AFL)
	S	4.2%	1-1-52	3,256	(No union)

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
Milwaukee Solvay Coke Company ... Milwaukee, Wis.	WE	\$1.10 hr.	see remarks	490	Six cents was effective 6-1-51 and the balance on 7-15-51. Date of settlement was 10-29-51. Liberalized welfare plan, approval received 2-52, and was effective 3-2-52. (Int'l Chemical Workers Union, AFL; Bro. of Painters, Decorators and Paperhangers, AFL; Int'l Bro. of Electrical Workers, AFL; Int'l Bro. of Firemen and Oilers, AFL; Int'l Bro. of Boilermakers, Iron Ship Builders and Helpers, AFL; Int'l Ass'n of Machinists, AFL)
Portland Gas & Coke Company ..... Portland, Ore.	WE	\$1.11 hr.	1-1-52	650	Wage reopening 7-1-52. (Int'l Chemical Workers Union, AFL)
	S	see remarks	1-1-52	225	Increase was equivalent to 11¢ an hour. Contract expires 12-31-52. (Office Employees Int'l Union, AFL)
South Atlantic Gas Company ..... Orlando, Fla.	WE	\$0.04 hr.	11-5-51	43	Cost of living adjustment under GWR 8. Vacation and insurance plans and shift differential bonus were improved but subject to WSB approval. (Int'l Chemical Workers Union, AFL)
Standard Oil Company of Ohio ..... Toledo, O.	S	3.4%	12-1-51	18	Last increase was 3.90% added to base, effective 3-16-51. Agreement signed 12-12-51. Wage reopening 5-1-52. (Office Employees Int'l Union, AFL)
<b>Primary Metals</b>					
Apex Smelting Company ..... Chicago, Ill.	WE	\$0.075 hr.	see remarks	102	Of increase 6¢ is retroactive to 8-1-51 and balance to 12-10-51. Date of settlement was 12-14-51. Previous wage rate was \$1.565 an hour, effective 12-11-50. New health and welfare plan, vacations improved to 3 weeks after 15 years and some classification adjustments granted. All increases except 4¢ an hour are subject to WSB approval. Contract expires 12-1-52. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
Chase Brass & Copper Company ..... Waterbury, Conn.	WE	\$0.03 hr.	2-4-52	3,500 approx.	Cost of living increase based on a 1¢ adjustment for every 1.12 point change in the BLS index over the base of 173. (UAW, CIO)
	WE	\$0.03 hr.	2-4-52	85	Cost of living increase same as above. (Int'l Bro. of Electrical Workers, AFL)
	WE	\$0.09 hr.	8-20-51	2,400 approx.	Additional 7¢ an hour granted to the Skilled Inequity Fund. Wage reopening 8-19-52. Adjustment has been approved by WSB. (Int'l Ass'n of Machinists, AFL)
	S	\$1.10 hr.	8-20-51	200 approx.	Wage reopening 60 days prior to 8-31-52. Already approved by WSB. (Office Employees Int'l Union, AFL)
Lewin Mathes Company ..... St. Louis, Mo.	WE	3.25%	2-1-52	40	Previous wage rate was from 95.5¢ an hour to \$1.655, effective 5-21-51. Wage reopening 5-21-52. (Int'l Ass'n of Machinists, AFL)
Mt. Vernon Die Casting Corp. .... New York, N. Y.	WE	see remarks	1-7-52	190	Increases for the die dept. were 10¢ an hour; shipping non-incentive employees, 7¢ an hour; finishing dept. incentive employees, 5¢ an hour. Previous minimum hourly wage rates, effective 11-29-50, were die dept., \$2.15; non-incentive, \$1.41; and incentive, \$1.55. Additional paid holiday granted but subject to WSB approval. Wage reopening 5-1-52. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
Mountain Copper Company ..... Martinez, Calif.	WE	\$0.095 hr.	11-15-51	50	Liberalized group insurance for which the company pays an additional 1¢ an hour. Wage reopening 60 days prior to 5-15-52. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
New Jersey Zinc Company ..... Empire Zinc Division Gilman, Colo.	WE	\$1.168 hr. average	10-1-51	580 approx.	Contract reopens 11-1-52. Previous wage increase was effective 10-1-50. The wage adjustment is partly dependent upon WSB approval. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
Plume & Atwood Manufacturing Co. . Thomaston, Conn.	WE	see remarks	see remarks	217	An 8¢ per work hour increase retroactive to 7-1-51 from date of WSB approval; 6.5¢ an hour on base rate effective on date of approval. An additional 5¢ to apprenticeable skills effective on approval date. Date of settlement was 1-18-52. Previous wage rate was \$1.75 an hour. Third week vacation after 20 years' service granted. Company paid insurance plans. Wage reopening 7-18-52. (Int'l Union of Mine, Mill and Smelter Workers, ind.)
	S	see remarks	2-18-52	n.a.	An 8¢ an hour increase to nonexempt and 12.5¢ an hour to exempt employees. Same benefits as above. Increase subject to WSB approval. (No union)

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
Vanadium Corporation of America ... Niagara Falls, N. Y.	WE	\$.06 hr.	8-19-51	687	Increases a result of voluntary wage reopenings and in accordance with area pattern. WSB approval needed since increase in excess of GWR 6 and 8. Contract was extended to 5-21-52, an additional four months. If not approved by WSB contract renegotiated. (Gas and By-Product Coke and Chemical Workers, Dist. 50, UMW, ind.)
	S	\$11 mo.	11-1-51	16	Increases based on merit and cost of living. Contract expires 6-30-52. (Dist. 50, UMW, ind.)
<i>Public Utilities</i>					
Consolidated Edison Company of N. Y. New York, N. Y.	WE	\$.11 hr.	1-6-52	25,250	Number affected includes all non-management employees, including salaried. Previous average starting rate was \$1.74 an hour. Increase of 10% in gross annuities. Pension improvement is subject to WSB and SSB approval. Minor wage items in addition to the general increase may require WSB approval. Wage reopening 1-1-53. (Utility Workers Union, CIO)
Public Service Co. of North Carolina Durham, N. C. Raleigh, N. C.	WE	\$.05 hr. average	12-6-51	21	Date of settlement 11-27-51. Wage reopening upon arrival of natural gas. (Int'l Chemical Workers Union, AFL)
Toledo Edison Company .....	S	3.25%	12-10-51	345	Cost of living increase under GWR 8. Previous increase of 5%, effective 6-2-51 giving a wage rate of \$1.46 an hour. Wage reopening 6-2-52. (Office Employees Int'l Union, AFL)
Toledo, O.					
Salt River Valley Water Users Ass'n Phoenix, Ariz.	WE	\$.05 hr.	1-1-52	450 approx.	Across the board increase to the previous wage rate of \$1.41 an hour which was effective 1-2-51. Date of settlement 12-21-51, reopening date, 10-53. Unlimited accumulation of sick leave plan subject to WSB approval. Proposed 1¢ increase per point on new BLS index to be effective if index moves 5 points. Dependent upon WSB approval. Varied inequity adjustments to 220 employees subject to WSB approval and dated 1-1-52. (Int'l Bro. of Electrical Workers, AFL)
Seattle City Light Company .....	WE	\$.20 hr.	1-1-52	873 approx.	Date of settlement was 11-1-51. Previous wage rate was \$2.25 an hour, effective 1-1-51. The adjustment was due to a wage reopening. Future reopening prior to 7-10-52. The increase stated is that granted to linemen, other electrical workers received relative increases. (Int'l Bro. of Electrical Workers, AFL)
Seattle, Wash.					
Washington Gas & Electric Company Tacoma, Wash.	S	\$19 mo.	8-1-51	15	Date of settlement 1-4-52. Adjustment due to a wage reopening and subject to WSB approval. Previous salary range was from \$155 to \$244 a month, effective 8-1-50. Wage reopening 2-1-52. (Office Employees Int'l Union, AFL)
Wisconsin Southern Gas Company ... Burlington, Wis.	WE	\$.10 hr.	1-1-52	35	Four cents of the adjustment is dependent upon WSB approval. Holiday pay increased to 2½ times from double time. Adjustment was due to contract expiration. Automatic cost of living increase 7-1-52 based on index of 1-1-52. Wage reopening 1-1-53. (United Gas, Coke, and Chemical Workers, CIO)
York County Gas Company .....	WE	\$.025 hr.	12-16-51	110	No escalator clause in the contract. Wage reopening 6-16-52. (Dist. 50, UMW, ind.)
York, Pa.	S	\$.025 hr.	12-16-51	80	(No union)
<i>Rubber</i>					
Faultless Rubber Company .....	WE	\$.11 hr.	10-19-51	n.a.	Inequity adjustments, third week vacation after 15 years' service to be effective 6-52 and increased rate of progression through the rate range were granted. (United Rubber, Cork, Linoleum and Plastic Workers, CIO)
Ashland, O.					
Moqui Rubber Corp. ....	WE	\$.05 hr.	1-1-52	135	The increase is subject to WSB approval. Average wage rate prior to increase was \$1.40 an hour, effective 7-1-51. Reopening for wages only on 7-1-52. No escalator clause in the contract. (Federal Labor Union, AFL)
Goshen, Ind.					
<i>Stone, Clay and Glass</i>					
Enamel Products Company .....	WE	\$.10 hr.	9-17-51	248	Wage reopening anytime with 60 days' notice. (United Gas, Coke and Chemical Workers, CIO)
Cleveland, O.					
General Portland Cement Company ..	WE	\$.03 hr.	11-12-51	200 approx.	Voluntary wage reopening for cost of living adjustment under GWR 8. Previous wage rate was \$1.25 an hour for common labor, effective 1-29-51. Contract expires 5-1-52. (United Cement, Lime and Gypsum Workers Int'l Union, AFL)
Fort Worth, Tex.					

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
Gruendler, Crusher & Pulverizer Co. . . . St. Louis, Mo.	WE	\$.06 hr.	1-4-52	33	An additional 8¢ an hour was effective 7-1-51. One paid holiday granted. WSB approval was received 2-26-52. Contract revised every 6 months for cost of living adjustments. Previous wage rate was \$1.70 an hour, effective 7-1-50. Wage reopening 7-1-52 for cost of living adjustment. (Int'l Ass'n of Machinists, AFL)
Philadelphia Quartz Company . . . . . Utica, Ill.	WE	\$.02 hr.	8-26-51	24	Previous wage rate was \$1.43 an hour, effective 3-25-51. Escalator clause based on 1¢ an hour adjustment for each 1.29 point change in the adjusted CPI. Wage reopening 9-20-52. (Int'l Chemical Workers Union, AFL)
<i>Textile Mill Products</i>					
Kahn & Feldman, Inc. . . . . Brooklyn, N. Y.	WE	\$.05 hr.	10-29-51	217	The wage rate prior to increase was \$1.23 an hour, effective 10-31-50. Wage reopening 10-52. (United Textile Workers, AFL)
	S	\$4.21 wk. average	10-29-51	14	Average salary prior to the increase was \$61 a week, effective 10-31-50. (No union)
Magnet Mills, Inc. . . . . Clinton, Tenn.	WE	no change	11-3-51	680	Wage reopening 5-3-52, or sooner depending on wage movements in the hosiery industry. (Amer. Fed. of Hosiery Workers, AFL)
Schwartz Manufacturing Company . . Two Rivers, Wis.	WE	\$.08 hr.	1-1-52	95	Three cents increase cost of living adjustment, balance subject to WSB approval. One additional holiday granted. Contract expires 12-31-52. Previous increase effective 1-1-51. Formula for escalator clause is 1¢ an hour for each 1.8 point increase over base of BLS index (new series). (United Textile Workers, AFL)
Utica Knitting Company . . . . . Anniston, Ala. New York State	WE	\$.02 hr.	1-1-52	n.a.	Cost of living increase as a result of an escalator clause negotiated 5-51. A previous increase of 1¢ an hour was granted 10-1-51. One wage reopening on 60 days' notice prior to 3-15-53. One cent an hour adjustment for every 1.42 change in the BLS index. (United Textile Workers, AFL)
	S	\$.03 hr.	1-1-52	n.a.	Cost of living increase granted to non-exempt main office employees. (No union)
<i>Transportation</i>					
Consolidated Freightways, Inc. . . . . Portland, Ore.	S	\$.08 hr.	9-19-51	125	Wage reopening 9-19-52. (Office Employees Int'l Union, AFL)
Indiana Railroad . . . . . Indianapolis, Ind.	WE	see remarks	12-1-51	120	Date of settlement was 12-15-51. Wage reopening 4-1-54. The wage adjustment is subject to WSB approval. Mileage increases were from .35¢ to 1.3¢. Hourly increases ranged from 6.8¢ to 18¢. Previous wage increase was effective 12-1-50. (Amal. Ass'n of Street, Electric Railway and Motor Coach Employees, AFL)
Rahway Valley Railroad . . . . . Kenilworth, N. J.	WE	see remarks	1-1-52	n.a.	New contract dated 1-24-52 grants 33¢ an hour increase to engineers and conductors and 28¢ an hour to firemen and brakemen. Adjustments are subject to the approval of the Railroad and Airline Stabilization Board. (Bro. of Railroad Trainmen, ind.)
Southern Pennsylvania Bus Company Chester, Pa.	WE	\$.05	9-30-51	139	Date of settlement was 1-29-52 and was due to a reopening of the contract. Three additional paid holidays making a total of 6 and 3 weeks vacation after 10 years' service instead of 15 were granted. Increased accident and health benefits from \$100 a month to \$150 but is dependent upon WSB approval. Additional 4¢ an hour effective 7-20-52. Previous wage rate was \$1.36 an hour, effective 10-1-50. Wage reopening 1-21-53 if written notice given within 60 days' prior to the expiration date. If not the agreement is in effect until 1-21-54. (Bro. of Railroad Trainmen, ind.)
Waterman Steamship Corp. . . . . Mobile, Ala.	WE	\$.14 hr.	1-1-52	741	The wage adjustment is subject to WSB approval. Petition filed 2-11-52. The adjustment was due to the expiration of the old contract. Previous average straight time hourly earnings were \$1.35, effective 2-5-51. Wage reopening 7-1-52 on 60 days' notice. (Int'l Ass'n of Machinists, AFL)
<i>Transportation Equipment</i>					
Chanslor & Lyon-Palace Corp. . . . . Oakland, Calif.	S	\$17.50 mo.	10-1-51	2	Escalator clause effective 2-1-52. Wage adjustment was due to a reopening and is subject to WSB approval. Wage reopening 10-1-53. (Office Employees Int'l Union, AFL)

# Wage Adjustments Announced Prior to March 15, 1952—Continued

Company	Type of Worker <sup>1</sup>	Increase			Remarks
		Amount	Date Effective	Number Affected	
Fairchild Aircraft Hagerstown, Md.	WE	\$ .09 hr.	10-22-51	n.a.	Four cent cost of living increase, balance effective on WSB approval. Sick leave plan of 40 hours for production and maintenance workers after a year of continuous service. Improved group insurance plan. Adjustment of job inequities. Four cent improvement factor due 10-22-52. No wage reopenings on three year contract. All but cost of living adjustment subject to WSB approval. (UAW, CIO)
Glenn L. Martin Baltimore, Md.	WE	\$ .12 hr.	11-19-51	19,000	A portion of the employees are members of this union. WSB approval received 2-20-52, for that which required it. No reopening; contract extended to 12-31-54. Escalator clause formula grants 1¢ for every 1.14 point change in CPI with base of 186.6. (UAW, CIO)
	S	7.5%	12-1-51	2,000	(No union)
Motor Products Corp. Marion, O.	WE	\$ .14 hr.	12-18-51	612	Previous increases were 1¢ an hour, effective 12-1-51, 1¢ effective 9-1-51; 3¢ effective 6-1-51. An additional increase of 5¢ an hour to be effective 12-18-52. Adjustment is subject to WSB approval. Wage reopening 8-1-54. (UAW, CIO)
	S	7%	12-18-51	200	Increase is subject to WSB approval. (No union)
Standard-Thompson Corp. Dayton, O.	WE	\$ .04 hr.	10-15-51	411	Three weeks' vacation after 15 years and company to pay ¾ of employee insurance premiums. Previous average rate was \$1.69 an hour, effective 4-23-51. New contract negotiation. Adjustments subject to WSB approval. (Int'l Union of Electrical, Radio and Machine Workers, CIO, Plant Advisory Board)
	S	\$ .04 hr.	10-15-51	54	Previous rate was \$52.05 a week. Same benefits granted as above. (No union)
<i>Miscellaneous Manufactured Products</i>					
Keufel & Esser Company Hoboken, N. J.	WE	\$ .07 hr.	12-31-51	854	An additional across the board increase of 2¢ an hour to all employees plus 5¢ an hour for all non-incentive workers is awaiting WSB approval and will be retroactive to 12-31-51. Previous average straight time hourly earnings were \$1.75 effective 4-30-51. Escalator formula gives 2¢ an hour for each unit of 3 points increased over base. The average of BLS (old series) and New Jersey Consumer Price Index is the standard of measurements. Wage reopening 12-26-52. (Int'l Union of Electrical, Radio and Machine Workers, CIO)
Star Brush Manufacturing Co., Inc. Boston, Mass.	WE	5%	7-1-51	200	Wage reopening 7-1-52. (Int'l Broom and Whisk Makers' Union, AFL)
	S	5%	7-1-51	3	Same as above. (Office Employees Int'l Union, AFL)
Union Hardware Company Torrington, Conn.	WE	\$ .07 hr.	12-17-51	700	Liberalized group insurance granted. Date of settlement 12-21-51. Contract expires 10-31-52 with no wage reopenings. (Int'l Union of Electrical, Radio and Machine Workers, CIO)
<i>Non-Manufacturing</i>					
Barnard College New York, N. Y.	WE	see remarks	12-17-51	120	A 4% increase for those earning to \$1.01 an hour; 5% for those earning more. Previous range was from 85¢ an hour to \$1.68 an hour, effective 12-17-50. Adjustment was due to a wage reopening. Next reopening 12-17-52. (Transport Workers Union, CIO)
Midtown Realty Owners Ass'n, Inc. New York, N. Y.	WE	\$3 wk.	2-4-52	2,200 approx.	Previous wage rate range was from \$54 to \$57.58 per week for 40 hours, effective 2-4-51. Present increase was due to a wage reopening and subject to WSB approval. Wage reopening on 60 days' notice prior to 2-4-53. (Building Service Employees Int'l Union, AFL)
North Carolina Mutual Insurance Co. Philadelphia, Pa.	WE	see remarks	1-1-52	57 approx.	Settlement reached 12-7-51, contract executed 2-12-52. Overall revision of the commission contract from a "times contract" to a "non-returnable contract." (Distributive Processing and Office Workers, ind.)
Realty Advisory Board New York, N. Y.	WE	\$ .075 hr.	1-1-52	12,000	Date of settlement was 1-14-52. Adjustment is subject to WSB approval. Wage reopening 1-1-53. (Building Service Employees Int'l Union, AFL)
Safeway Stores, Inc. El Paso, Tex.	WE	see remarks	11-3-51	97	Five cents an hour granted to hourly rated employees ⅞¢ per mile to over the road drivers. Premium pay of 7.5¢ to warehouse employees from 6 P.M. to 6 A.M. Date of settlement 12-28-51. Wage reopening 11-3-52. Previous wage rates ranged from \$1.17 an hour to \$1.33.
WBEN, Inc. Buffalo, N. Y.	WE	\$ .13 hr. average	12-1-51	64	Date of settlement was 11-21-51 and the increase is subject to WSB approval. Previous wage rates were \$70 to \$110 a week in a 4½ year progression, effective 11-28-50. Conclusion of the new contract is on 11-30-52. (National Ass'n of Broadcast Engineers and Technicians, CIO)

Type of worker: WE, wage earner; S, salaried employee.  
n.a. Not available.